

**Defense Contract Management Command**



**DCMD West  
Mission Management Review  
(MMR)**

**February 25, 1999**

**Performance Goal****DCMD West**

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**1.1.2 On-Time Delivery****YELLOW**

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**1.1.3 Past Due Delinquencies****YELLOW**

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**1.1.5 Earned Value Management Systems****YELLOW**

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**1.1.6 Reduce Class I ECP Cycle Time****RED**

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**1.2.6 Maintain Analytical Assessments****RED**

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**2.1.1 Open Overhead Negotiations****RED**

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**2.1.4 Termination Cycle Time****RED**

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**2.1.14 Supervisory Ratio****RED**

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**2.1.15 Undefined Contractual Actions (UCAs)****RED**

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**2.2.2 Increase Excess Property Disposed****RED**

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**3.1.3 DAU Quota Utilization****RED**

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**3.1.4 DAWIA Certification****RED**

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**3.1.3 EEO Complaint Processing Times****YELLOW**

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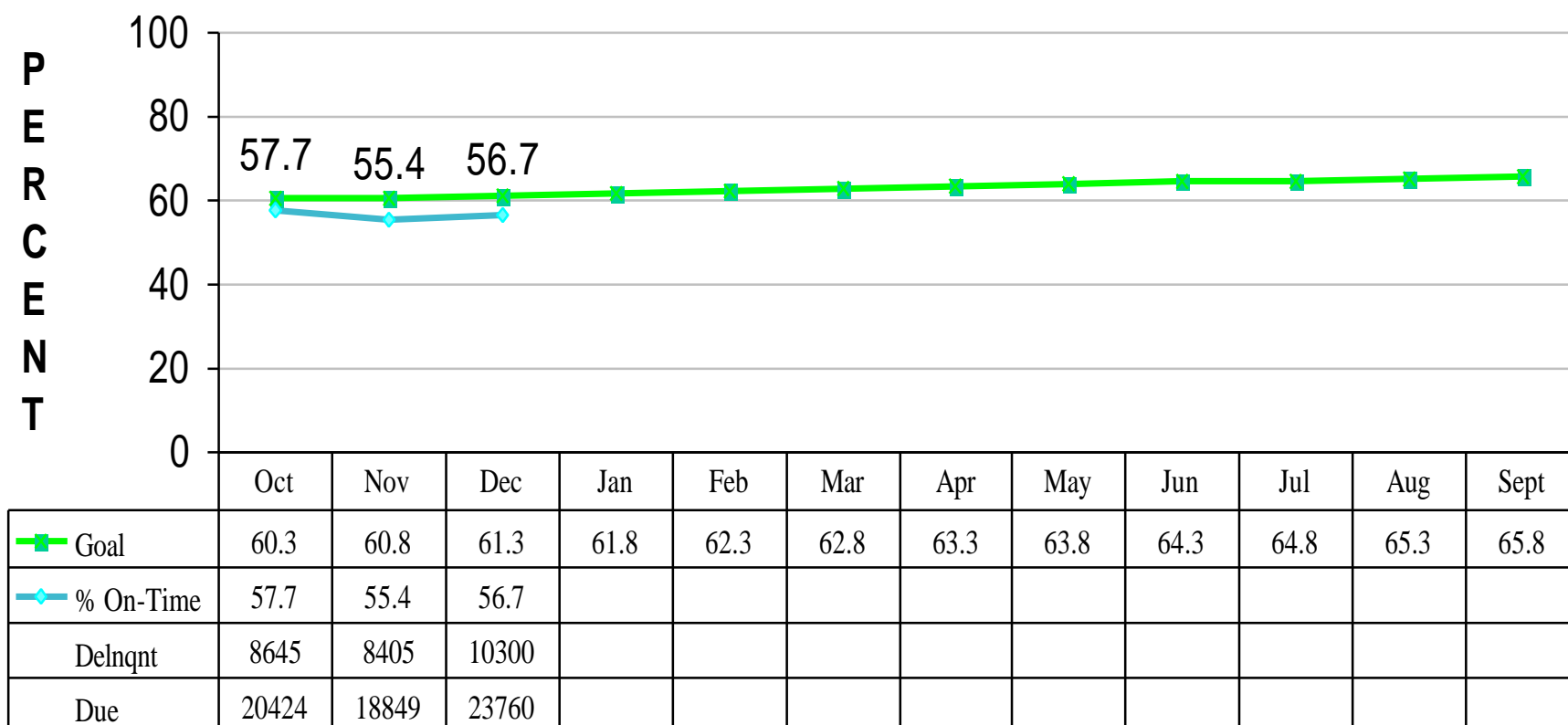
**3.2.2 Cases Referred for ADR****YELLOW**

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## Performance Goal 1.1.2 - Improve On-Time Delivery

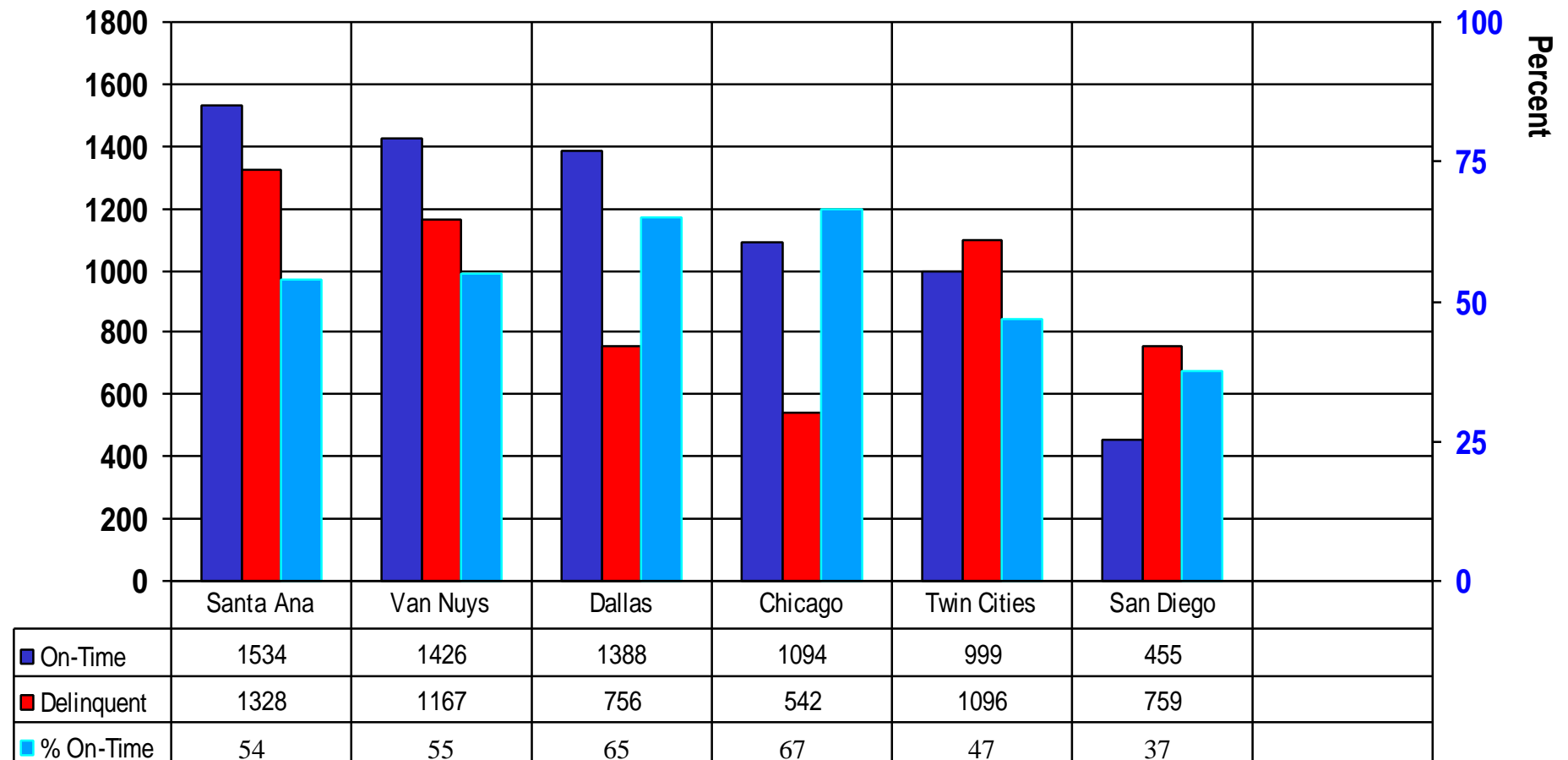
- Performance Goal Description: Improve On-Time Delivery by 5 Percent
- Planned Goal/Target: 65.8 Percent by EOY FY99
- FY99 YTD Results: 56.7 Percent On-Time Rate
- Rating: Yellow
- Description of Progress To Date:
  - HQ/Mark Melnyk and Process Champion coordinated discussion of surveillance techniques by So. California CAO's.
  - Team level review at DCMC Van Nuys
- District Process Owner: Herb Cowart

## Performance Goal 1.1.2 - Improve On-Time Delivery



# Performance Goal 1.1.2 - Improve On-Time Delivery

## CAOs with Highest Number of Delinquent Schedules



## Performance Goal 1.1.2 - Improve On-Time Delivery

### Bottom Line:

- The number of delinquent schedules increased in the first quarter of FY99
- The reduced number of Contract Management Assistants is impacting goal performance
- Industrial Specialists need to visit more Contractor sites
- More emphasis on new metric

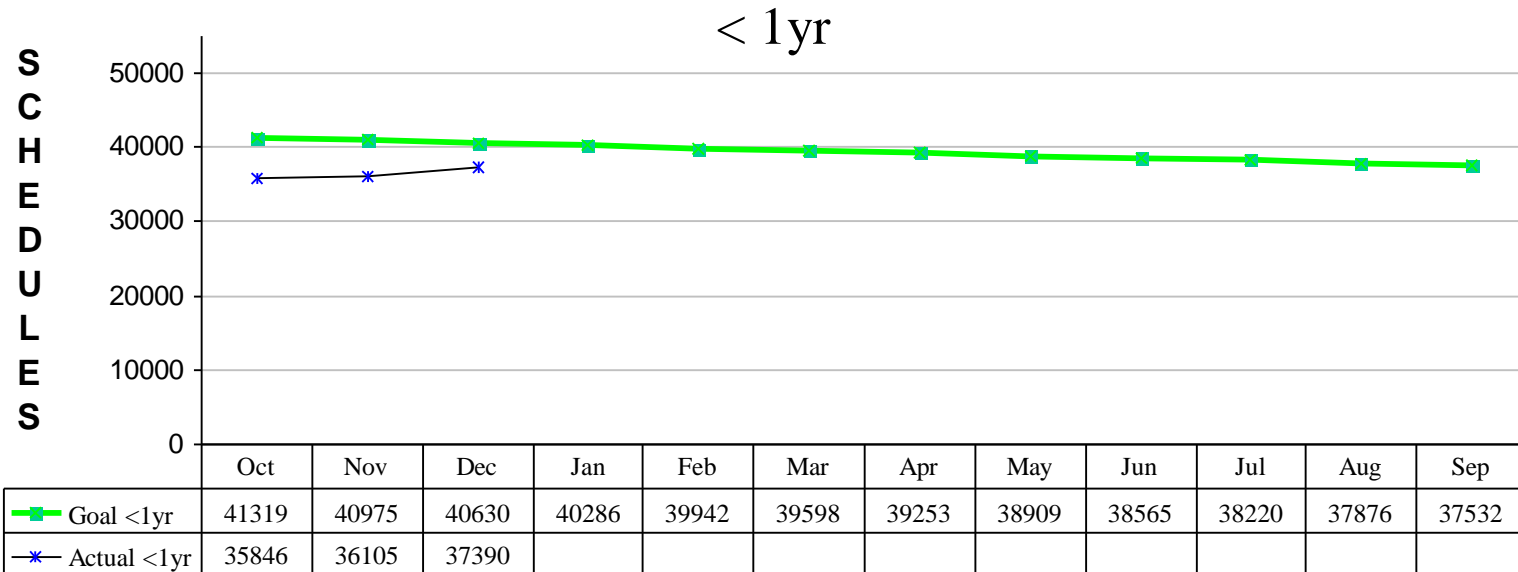
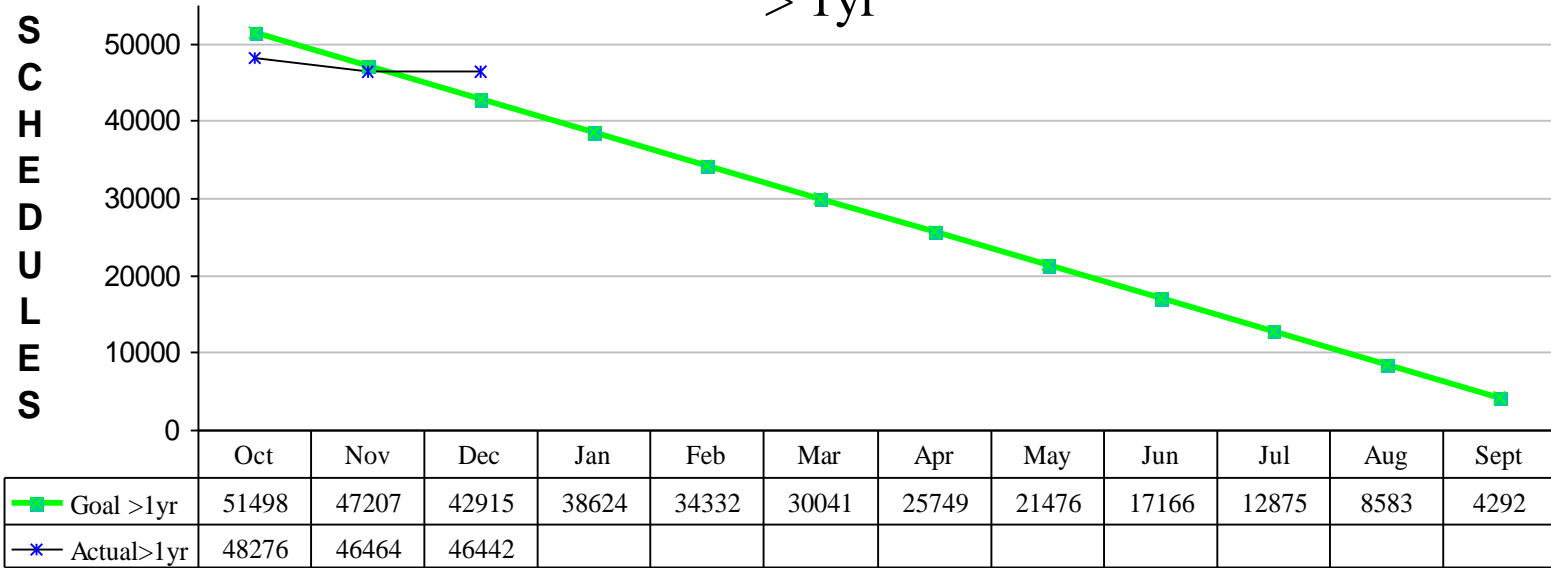
## Performance Goal 1.1.3 - Reduce Number of Past due Delinquencies

- Task Description: Reduce the number of past due delinquencies.
- Planned Goal/Target:
  - 10% on delinquencies less than 1 year and 100 % on delinquencies over one year
- FY 99 YTD Results:
  - Currently < 1 year 7.2% under goal >1 year 7.6 over goal.
- Rating:
  - Yellow
- Description of Progress To Date: Although the number of delinquencies >1 year has decreased, it is not anticipated the year end goal will be met
- District Process Owner: Herb Cowart

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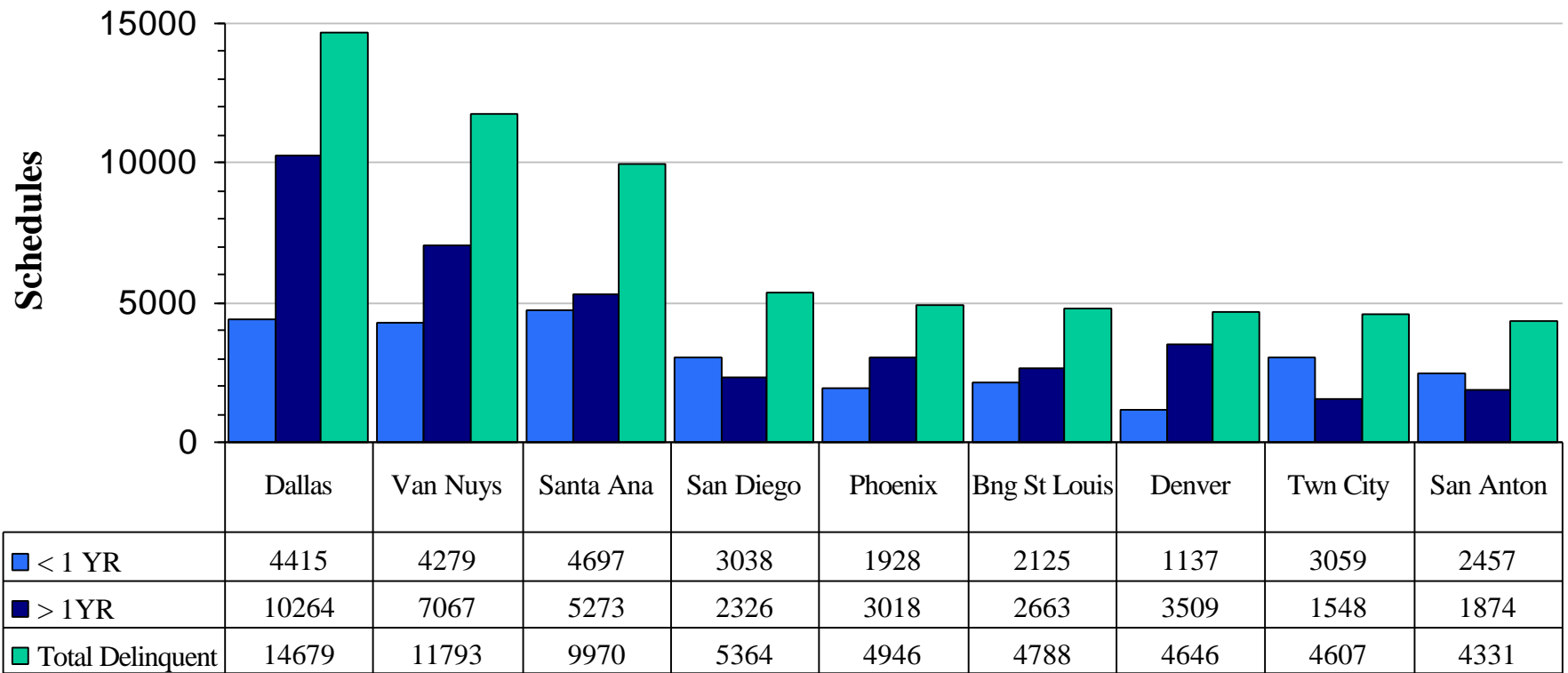
### Performance Goal 1.1.3 -

## Reduce the Number of Outstanding Delinquencies





## Performance Goal 1.1.3 - Reduce the Number of Outstanding Delinquencies



Performance Goal 1.1.3 -  
Reduce the Number of Outstanding Delinquencies

Bottom Line:

- In locations where Contract Management Assistants (CMA's) have been reassigned or positions cancelled, the ability to close contracts has been impacted.
- Best Practice-DCMC San Diego is managing goal performance at CMA level.

## Performance Goal 1.1.5

### Reduce Cost Overruns and Schedule Slips

- **Performance Goal Description:**

- Reduce the percentage of contracts that have exceeded their cost and schedule goals by more than 10% over the FY 98 baseline.

- **FY99 Goal/Target, Results and Rating:**

	<u>Goal</u>	<u>Results</u>	<u>Ratings</u>
Cost Overruns	Less than 14%	12%	Green
Schedule Slips	Less than 12%	14%	Yellow

- **Reason for not achieving goal:**

- Technical, funding and vendor issues are effecting contractor performance.

- **Progress To Date:**

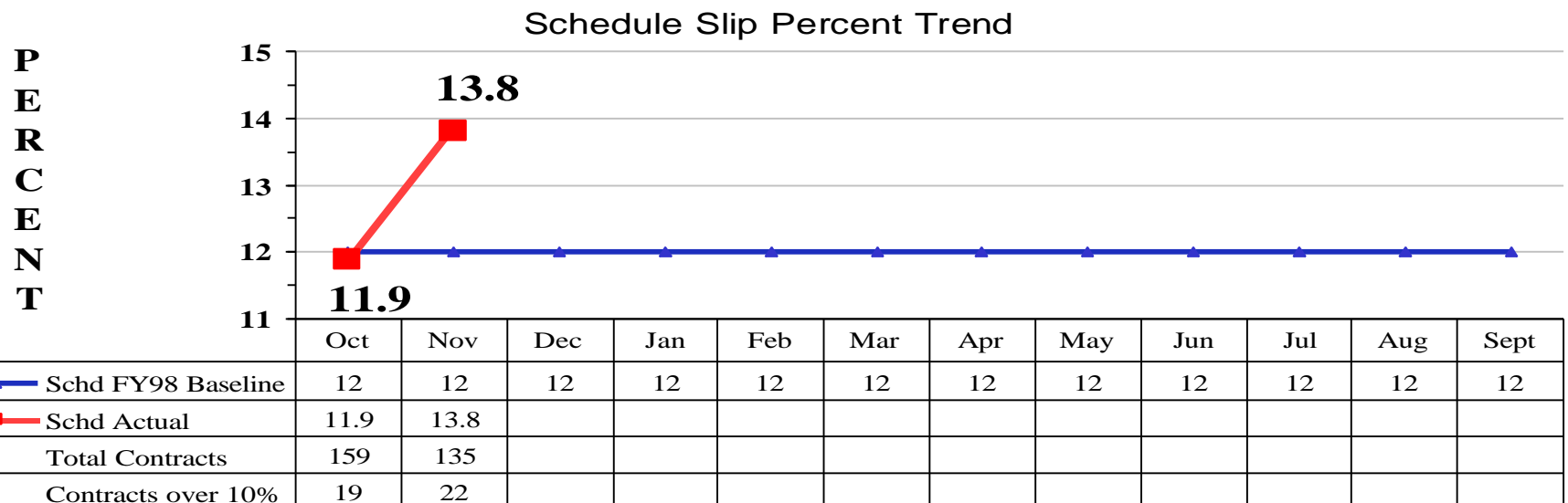
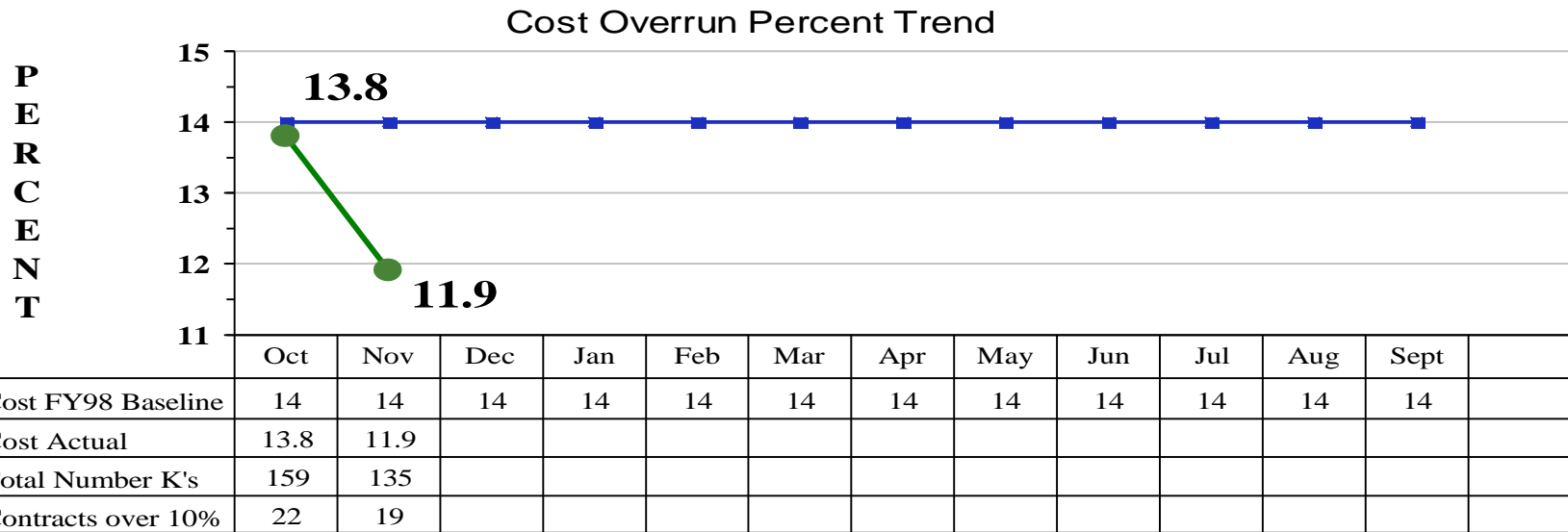
- Software tools to facilitate analysis, risk assessment & projections
- Pursue alternate training methods to supplement DAWIA

- **District Process Champion:** Barbara Gomes

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## Performance Goal 1.1.5

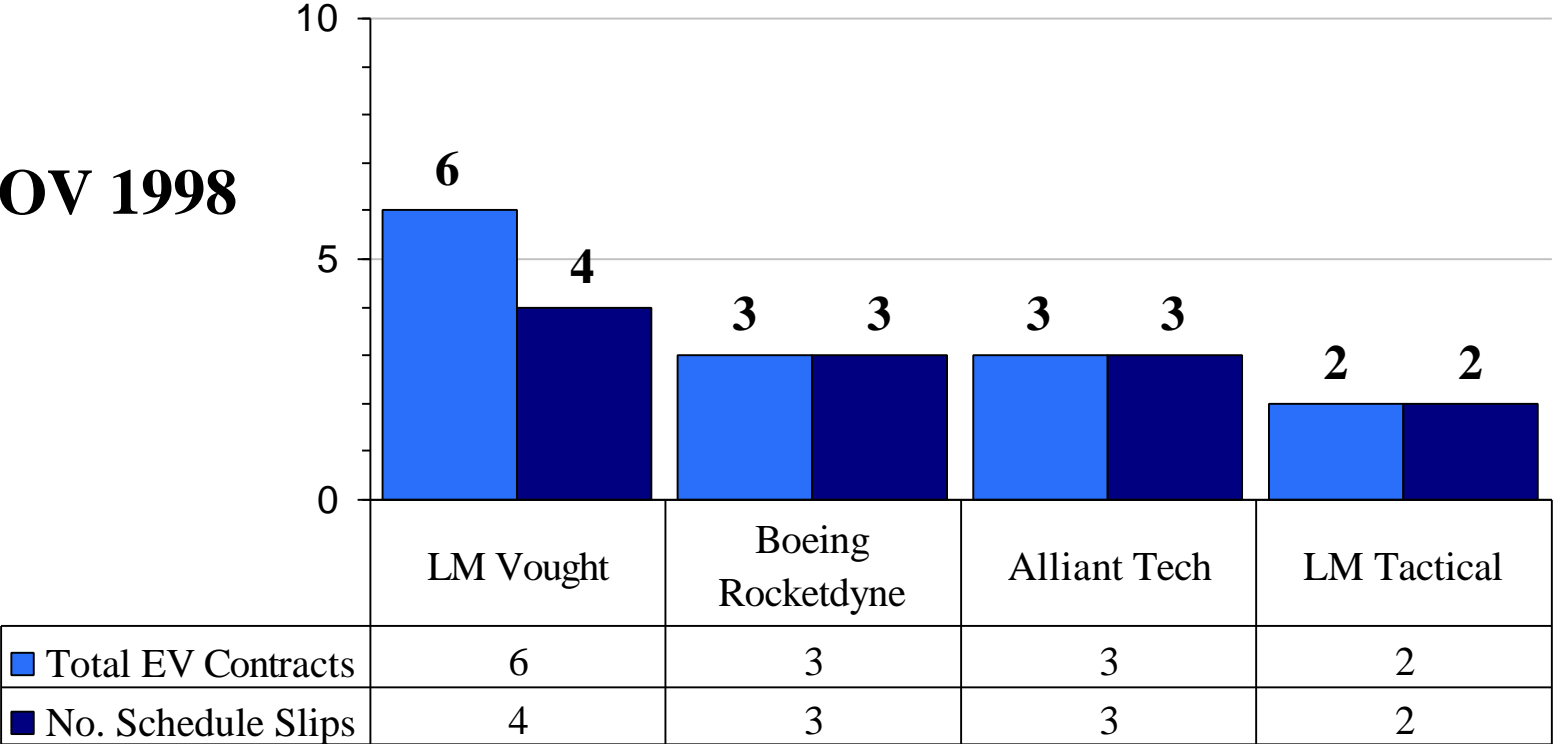
### Reduce Cost Overruns and Schedule Slips



**Performance Goal 1.1.5**  
**Reduce Cost Overruns and Schedule Slips**

**Contractors with Largest Number of Schedule Variances**

**NOV 1998**



# Performance Goal 1.1.5

## Reduce Cost Overruns and Schedule Slips

### **Pacing Contractor Programs**

- **LM Vought                      PAC III                      DCMC LM Vought**  
Technical problems with the seeker is delaying flight test
  - PEO, BMDO, DCMC EV Center and CAO Team engaged in evaluating the Performance Measurement Baseline( PMB) for establishing an Over Target Baseline (OTB). ECD March
- **Lockheed Martin              F-16 MLU Trainers              DCMC LM Ft. Worth**
  - Subcontractor management. British vendor (Thompson) for H/W & S/W had 3 schedule slips of 6 months. Corrected billing practice compounded problem.
- **Boeing Rocketdyne    Integrated Powerhead    DCMC Boeing Canoga Park**
  - Lack of funding has slowed development , also minor technical problems. DCMC advises the Program Office re-baseline the PMB.
- **Alliant Tech Systems    Hard Target Smart Fuse    DCMC Twin Cities**
  - Vendor changed to shorten lead time and lower cost. Expect recovery in May

## **Performance Goal 1.1.5**

### **Reduce Cost Overruns and Schedule Slips**

#### **Bottom Line**

- AMS data has dramatically improved
- AMS impediments/improvement under consideration
- Analysis software tools to be deployed
- Alternative training issues being addressed
- HQ investigating better metric

## Performance Goal 1.1.6 - Reduce Class I ECP Implementation Cycle Time

- Ensure the timeliness of Class I ECP implementation by reducing Class I ECP Cycle Time by 5% from the FY 98 average
- FY99 Goal/Target: 64 days or less
- FY99 YTD Results: 76 Days, cum avg.
- Rating: Red
- Maintained the goal throughout the FY 98, the goal for the FY 99 is to reduce the cycle time by 5% from the FY 98 cum avg.
- District Process Owner: Kevin Kaboli



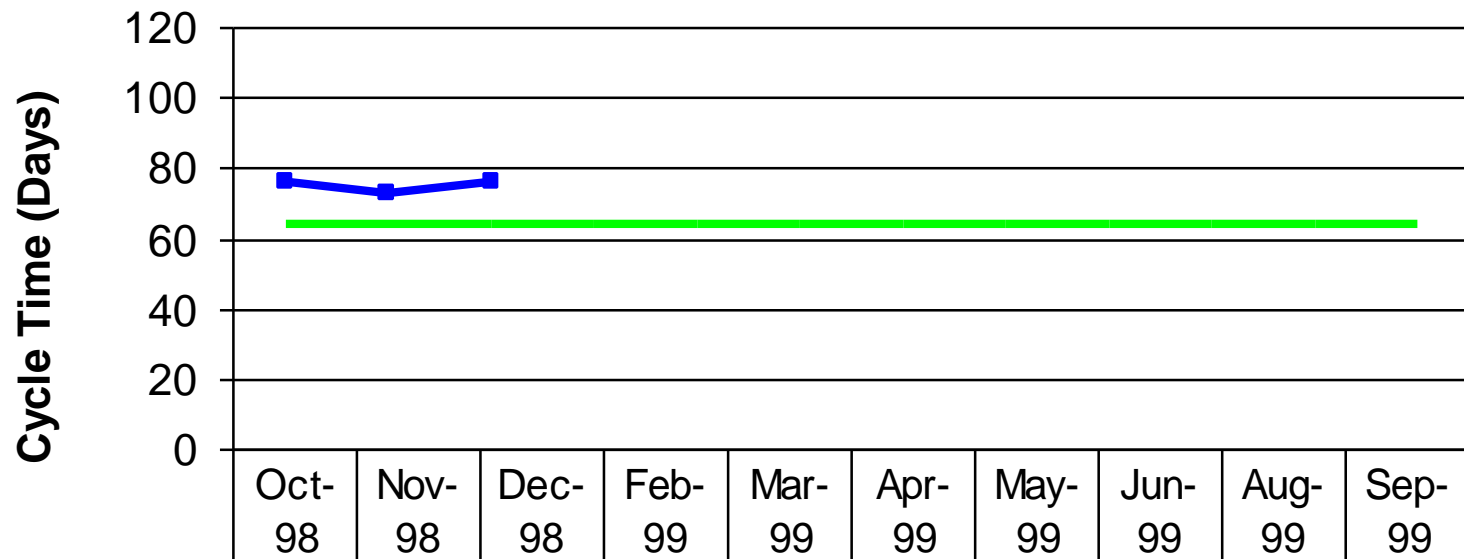
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## Performance Goal 1.1.6 - Reduce Class I ECP Implementation Cycle Time

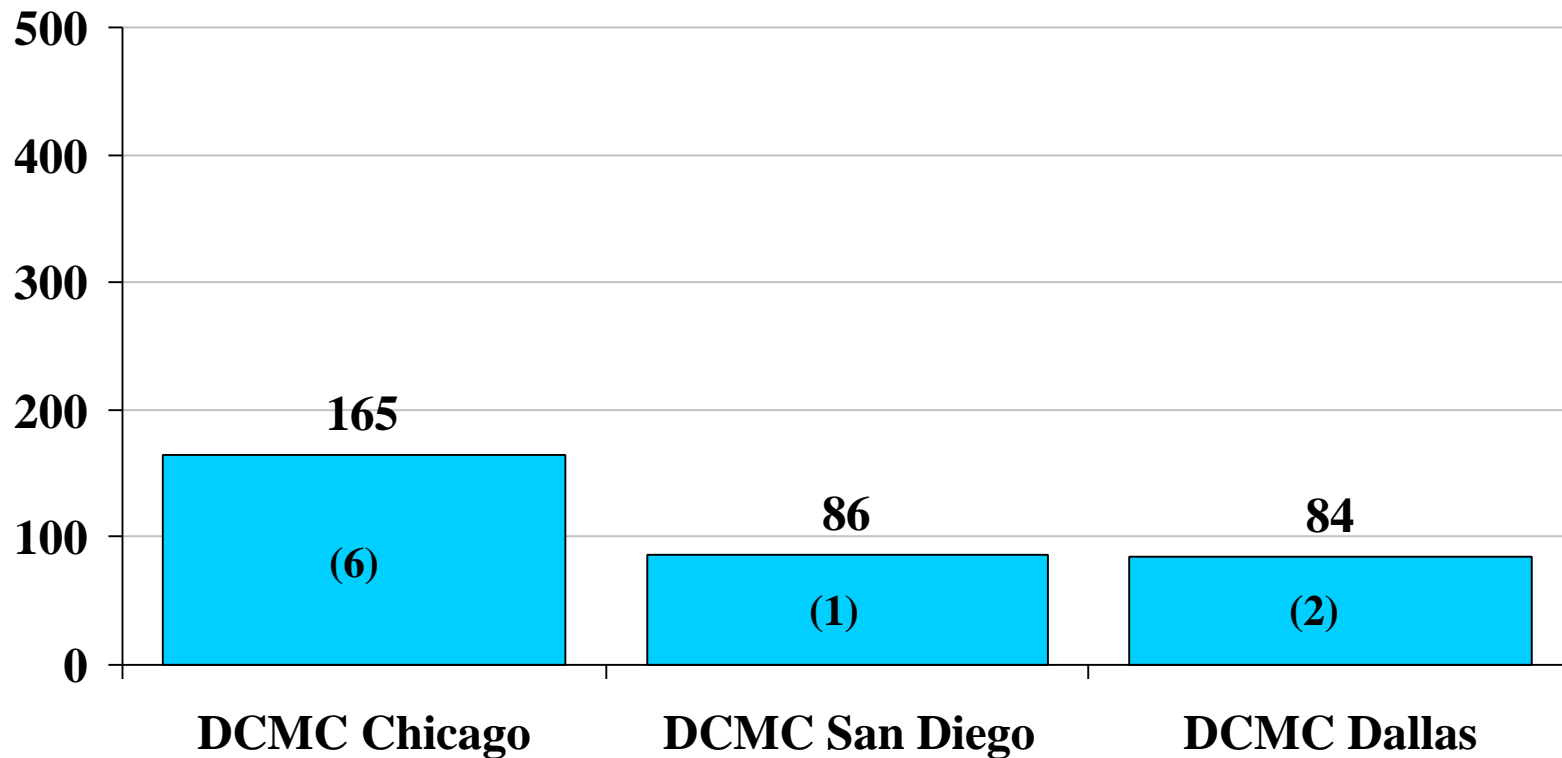


<span style="color: green;">—■</span> FY 98 Goal	64	64	64	64	64	64	64	64	64	64
<span style="color: blue;">—■</span> PCO Cum Avg	76	73	76							
CAOs Cum Avg	31	27	24							
Total Monthly Cycle Time	76	70	83							
# of ECPs	28	25	19							

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## Performance Goal 1.1.6 - Reduce Class I ECP Implementation Cycle Time

**Average Process and Disposition Time (Days)**  
**( ) Number of ECPs**



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Performance Goal 1.1.6 -  
Reduce Class I ECP Implementation Cycle Time

- DCMC Chicago (6) - Extensive testing and funding problems at the Army TACOM Program Office on LVS, HEMTT, and PLS Army Truck Programs.
- DCMC San Diego (1)- Technical reviews at the Navy Program Office on the Large Area Tracking Radar (LATR) Program.
- DCMC Dallas (2) - Technical reviews at the Army AMCOM Program Office on Multiple Launcher Rocket System (MLRS) Program.

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Performance Goal 1.1.6 -  
Reduce Class I ECP Implementation Cycle Time

**Bottom Line:**

- CAOs are fully engaged and performing well.
- CAOs not able to have impact on issues at the PCOs affecting the goal such as long and extensive technical reviews, funding problems, and low priority on some ECPs

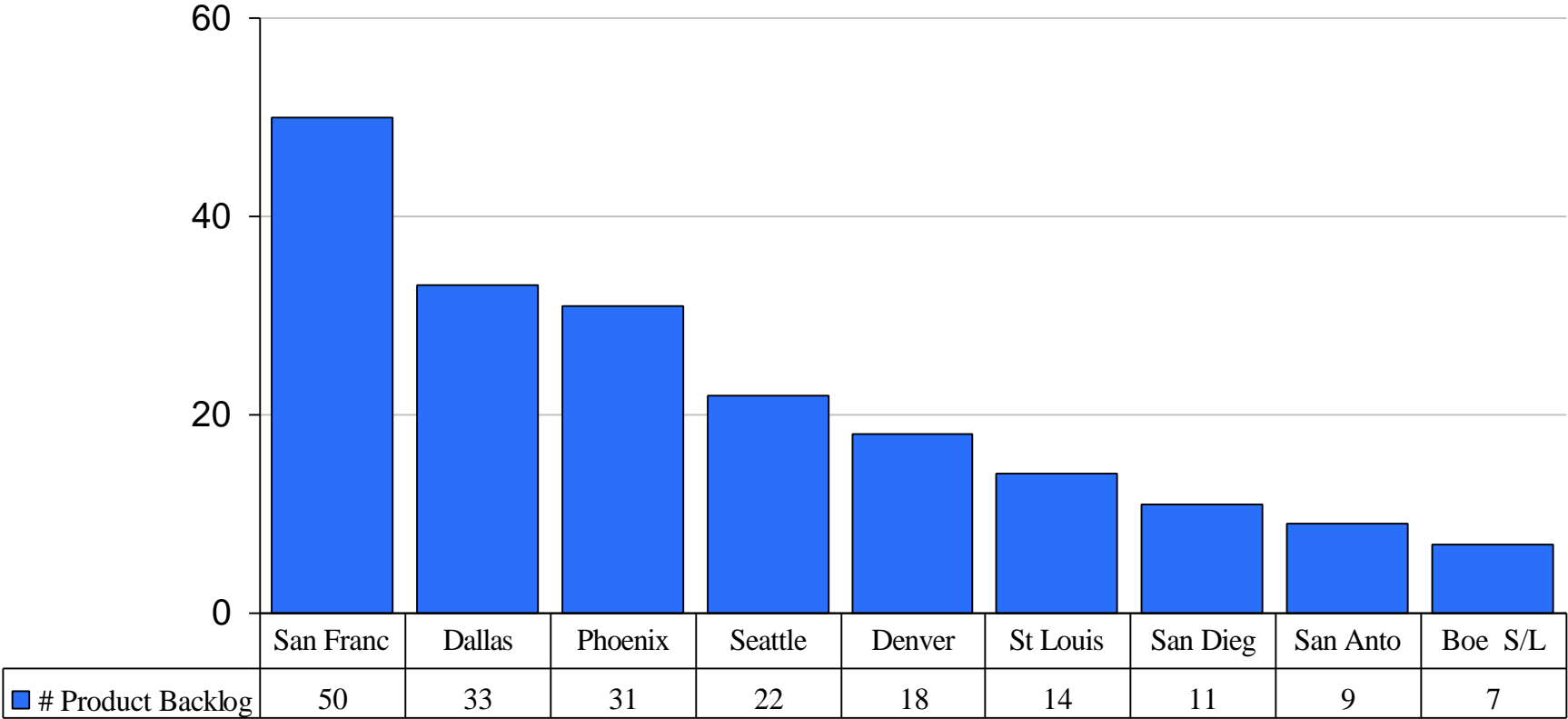
## Performance Goal 1.2.6 - Maintain Analytical Assessments

- Performance Goal Description: Percentage of analytical products complete & current.
- Planned Goal/Target: Meet projected requirements
- Actual Results: 35%
- Rating: Red
- Description of Progress To Date:
  - Industrial Analysis Workshop
  - DSIS connectivity challenges
- District Process Owner: Richard Perras



# Performance Goal 1.2.6 - Maintain Analytical Assessments

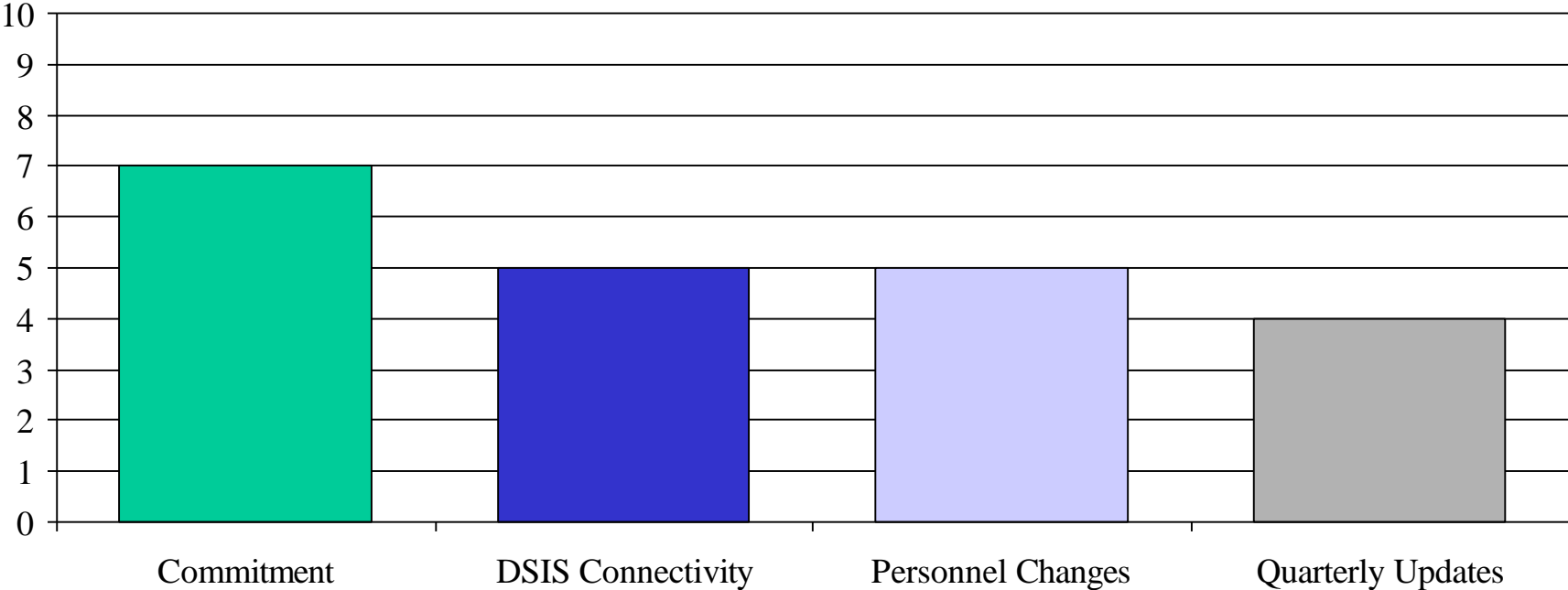
Pacing CAOs Product Backlog





Performance Goal 1.2.6 -  
Maintain Analytical Assessments

Root Cause Analysis



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## Performance Goal 1.2.6 - Maintain Analytical Assessments

### Bottom Line:

- Commanders are being contacted for an acceptable corrective action plan
- Staff assistance visits to DCMC San Francisco & Dallas planned
- DSIS connectivity issues being worked
- Assisting new Industrial Base Managers

## Performance Goal 2.1.1 - Establishing Final Overhead Rates

- Performance Goal Description: Achieve final overhead negotiations within a two or three year cycle for major and non-major contractors respectively. DCAA's definition of a major contractor (over \$80 million of auditable dollar volume) will be used in determining whether a location is major or non-major.
- FY99 Goal/ YTD Results/Rating :

	<u>Goal</u>	<u>Results</u>	<u>Rating</u>
	(Open Yrs.)	(Open Yrs.)	
– Major:	168	277	Red
– Non-Major:	240	252	Yellow

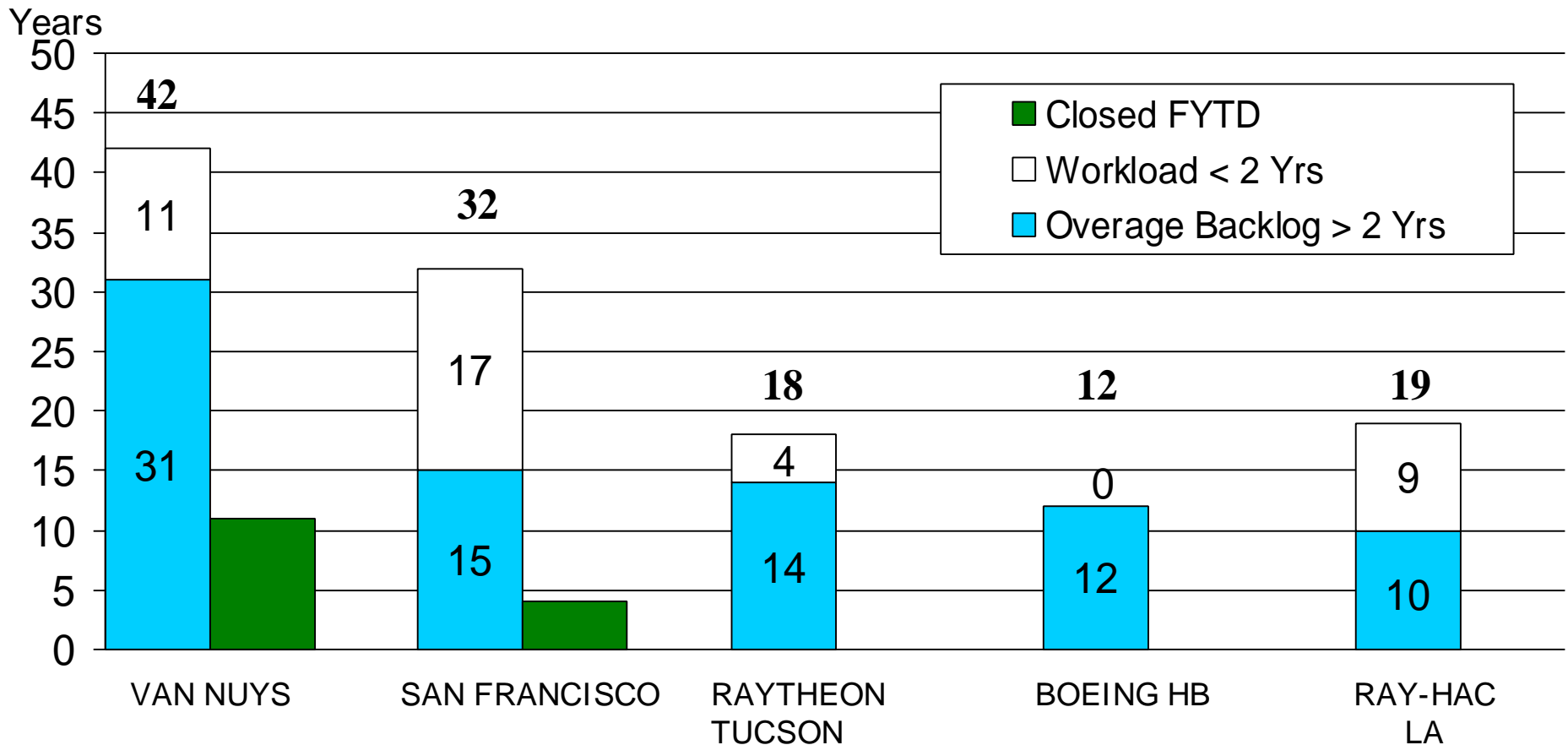
- Reason for not achieving Goal / Description of Progress To Date: CAOs are continuing to work down a long standing backlog of overage overhead years. Since September 1995 DCMDW CAOs have reduced this backlog from over 1,000 to 529 open years.
- District Process Champion: Mike Yancy

## Performance Goal 2.1.1- Establishing Final Overhead Rates

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## Performance Goal 2.1.1 - Establishing Overhead Rates

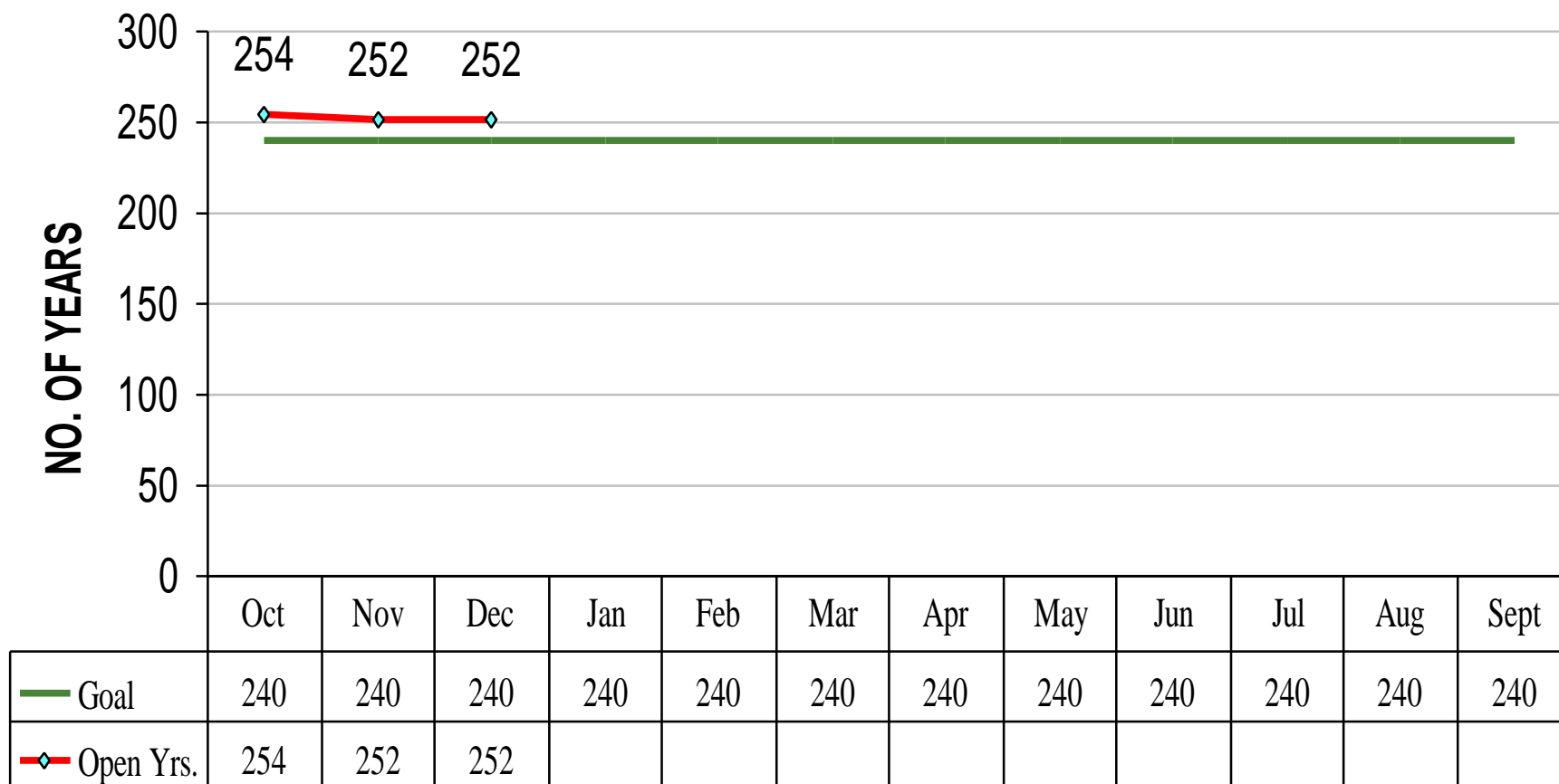
Pacing CAOs for Major Overage Open Overhead Years



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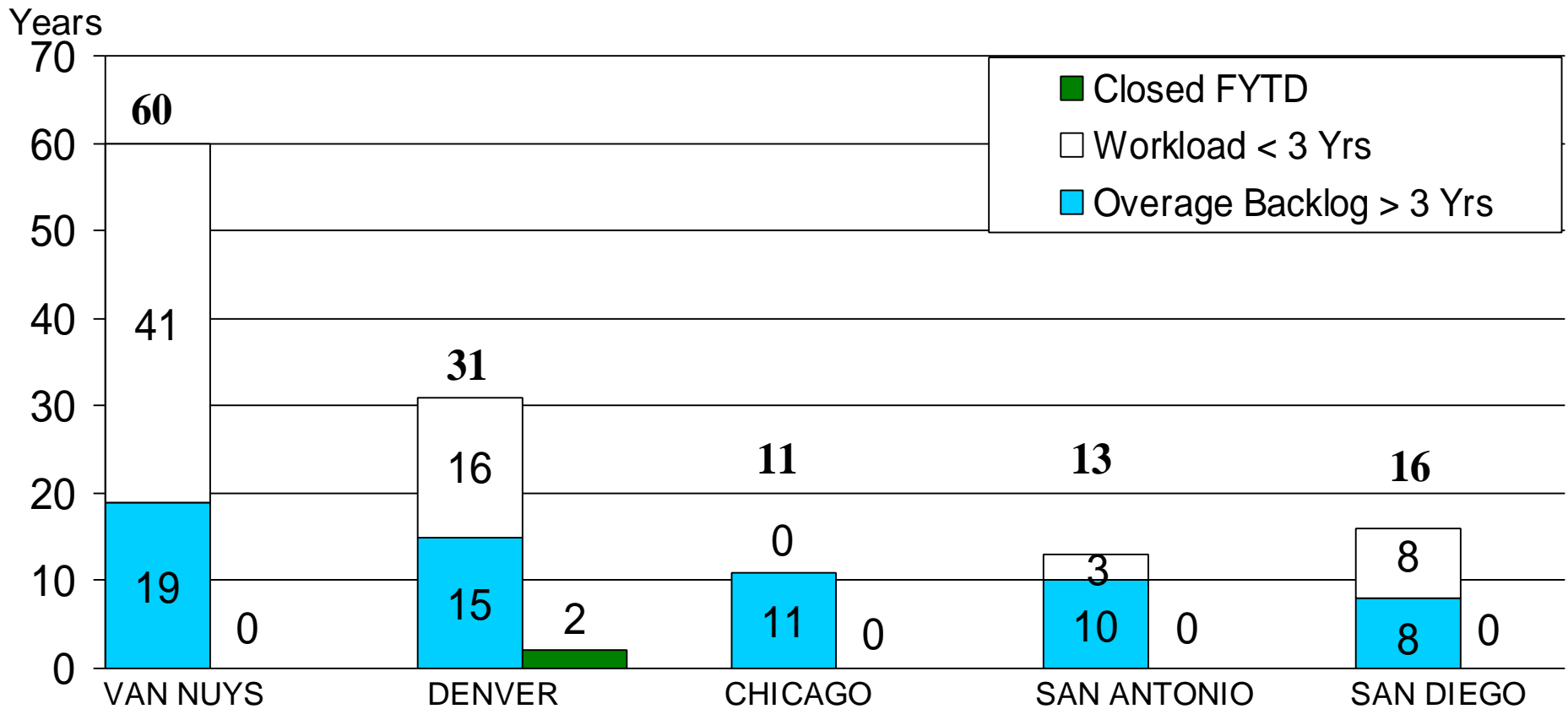
## Performance Goal 2.1.1- Establishing Final Overhead Rates

## Non-Major Overhead Years



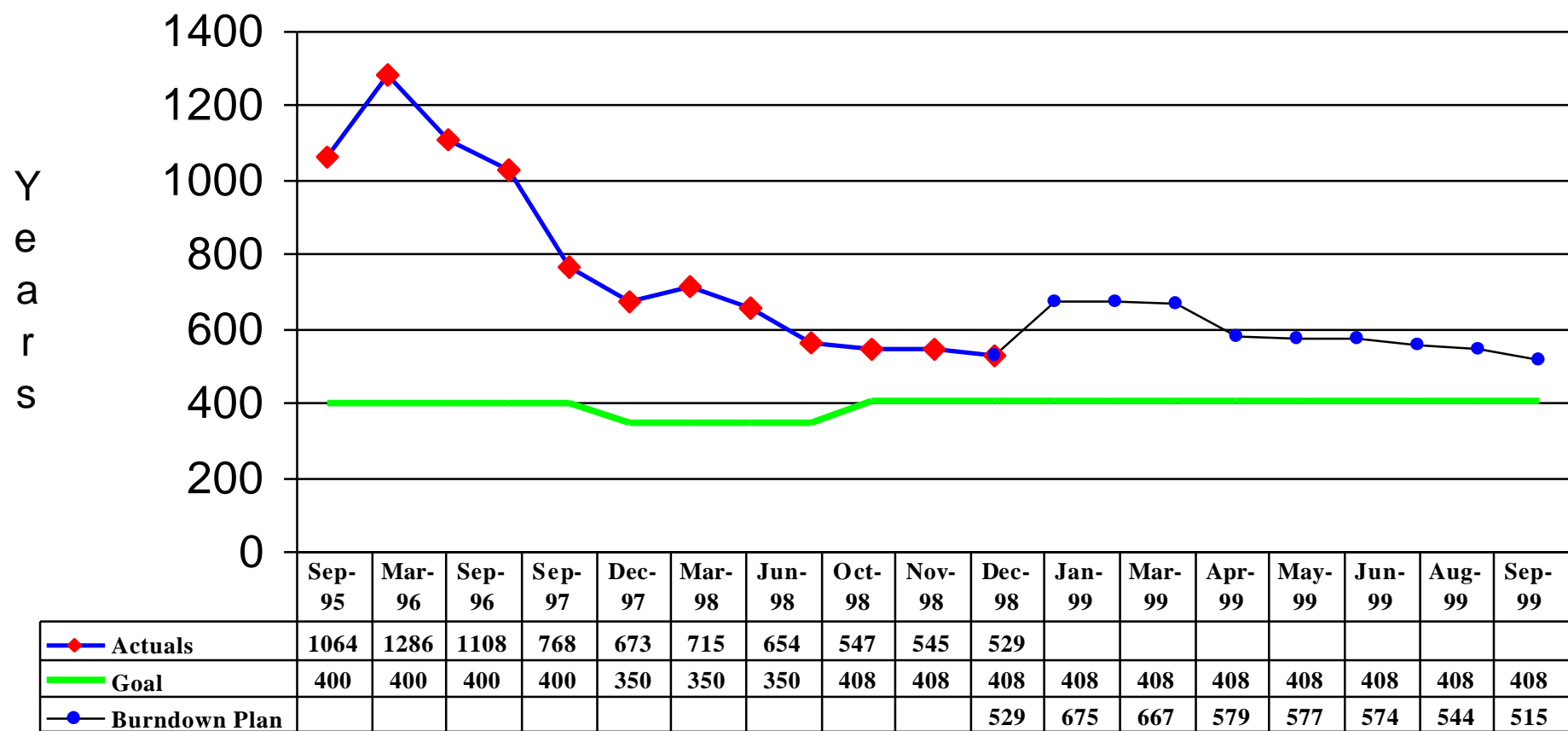
## Performance Goal 2.1.1 - Establishing Overhead Rates

Pacing CAOs for Non-Major Overage Open Overhead Years



Performance Goal 2.1.1 -  
Establishing Final Overhead Rates

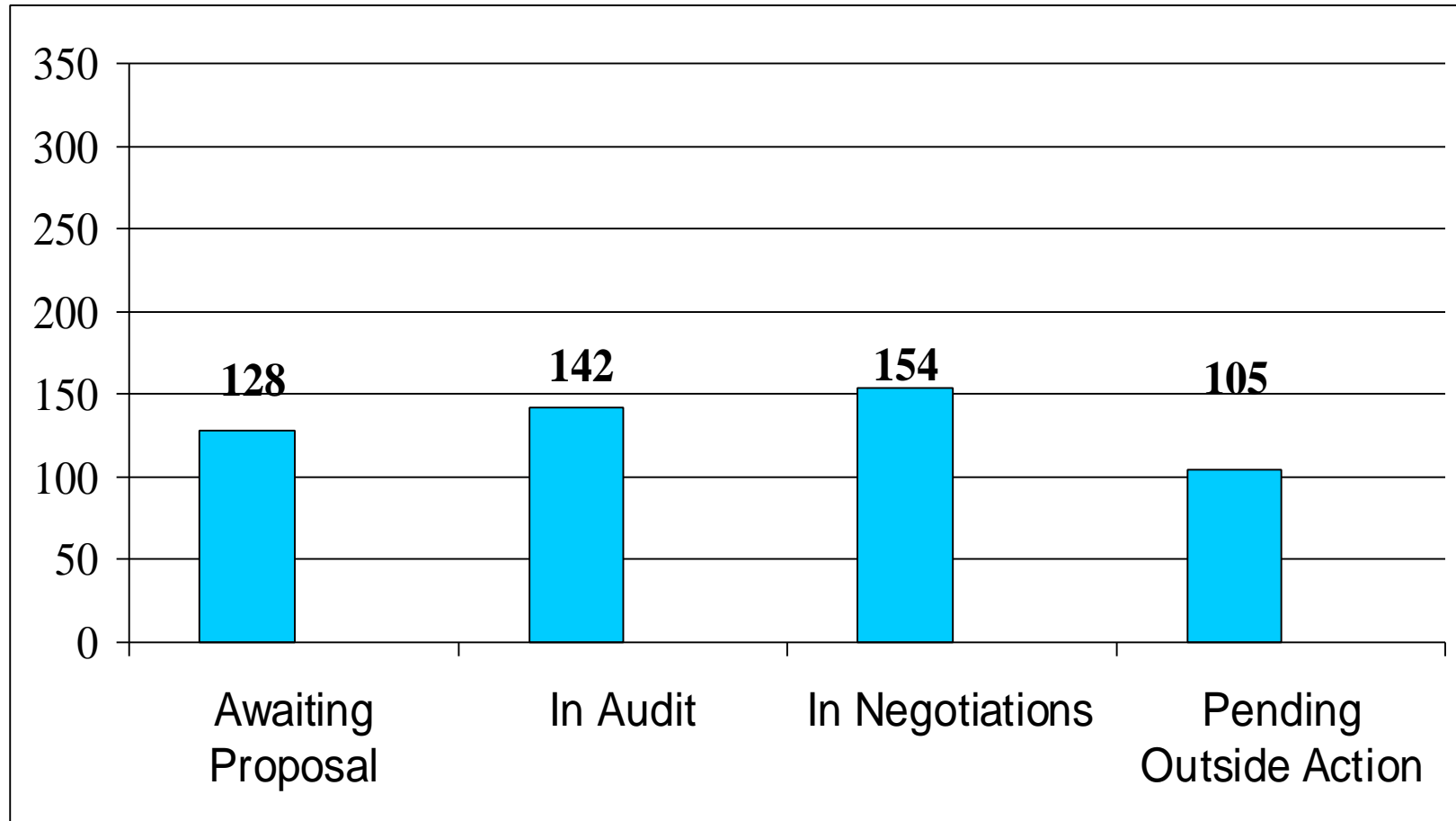
Total Overhead Backlog





## Performance Goal 2.1.1 - Establishing Overhead Rates

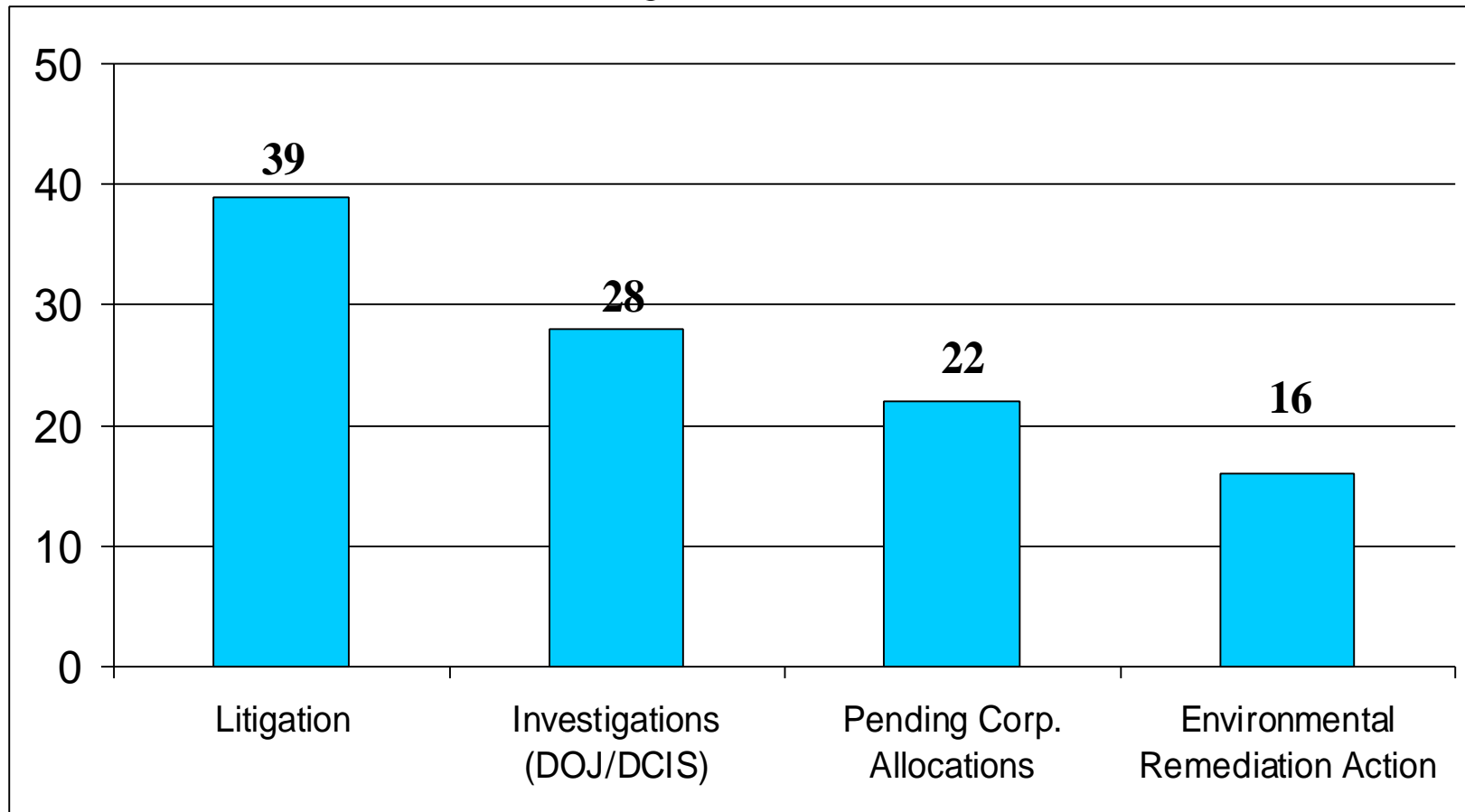
Process Status-Total Backlog



Data is displayed in order from the beginning to the end of the process.

## Performance Goal 2.1.1 - Establishing Overhead Rates

### Root Cause Analysis Pending Outside Action



## Performance Goal 2.1.1 - Establishing Overhead Rates

### Bottom Line

- FY 99 Non-Major Goal achievable.
- FY 99 Major Goal is still a challenge
- Closure progress continues - 529 open years remaining.
- Continued focus during FY 99 on getting the delinquent proposals in.
- Process Champion Site Visits to selected CAOs continues
  - Van Nuys Jan/Feb '99 - Assess process/backlog issues.
  - San Francisco - Reconcile discrepancies with late proposals.
- Development of segregated burndown plan in process

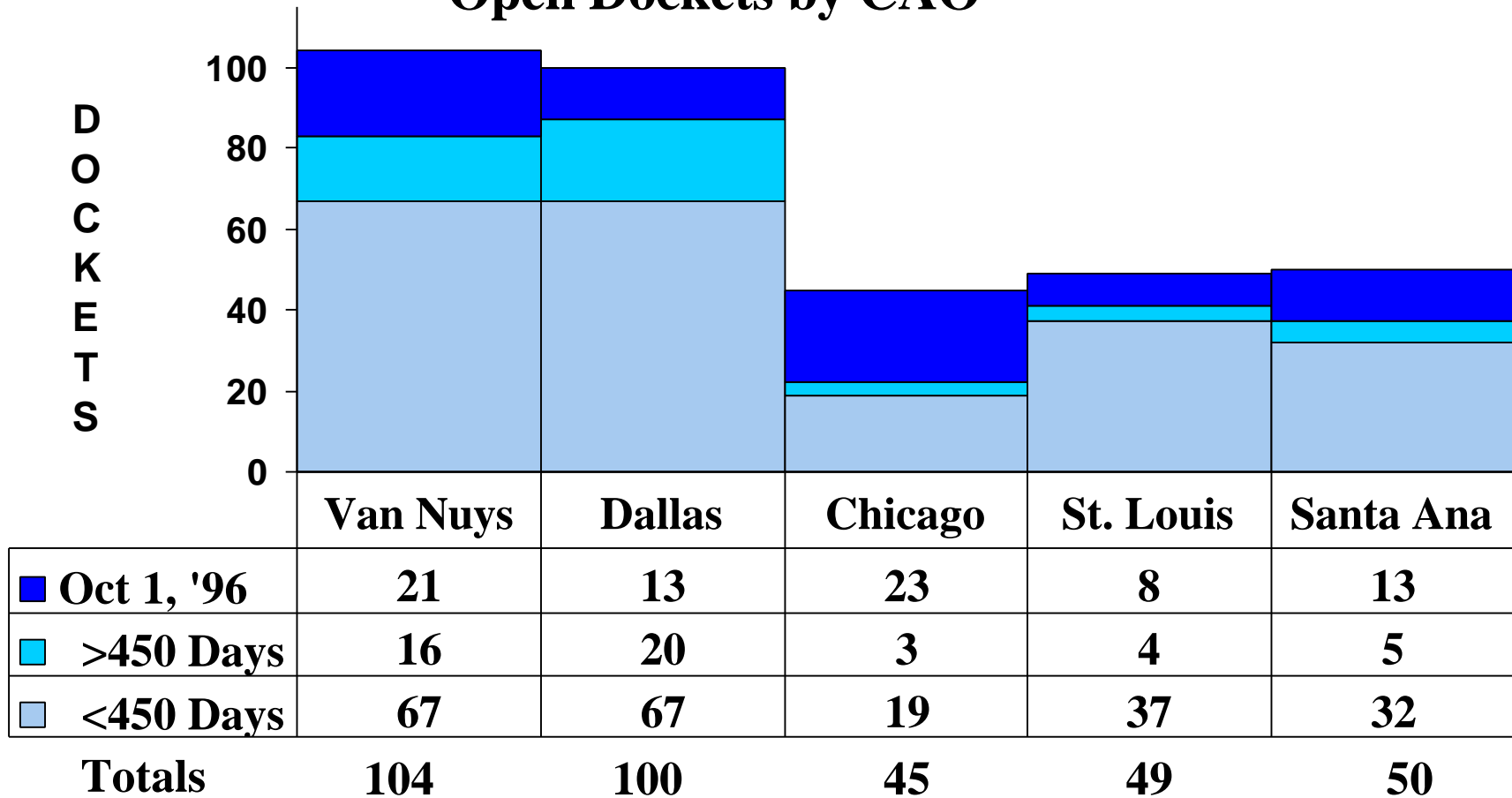
## Performance Goal 2.1.4 - Termination for Convenience Cycle Time

- Performance Goal Description: Close all dockets within 450 days from the effective date of termination.
- FY99 Target: Close 75% of dockets within 450 days of the effective date (excluded are those terminations dockets effective prior to 10/1/96).
- 1Q99 Results: 1st Qtr Closings 77 (FY99 balances beginning On Hand 357 current On Hand 348).
- Rating: RED
- Reason for Not Achieving Goal: Closure of older dockets
- District process owner: Briar Visser



## Performance Goal 2.1.4 - Termination Actions

### Open Dockets by CAO



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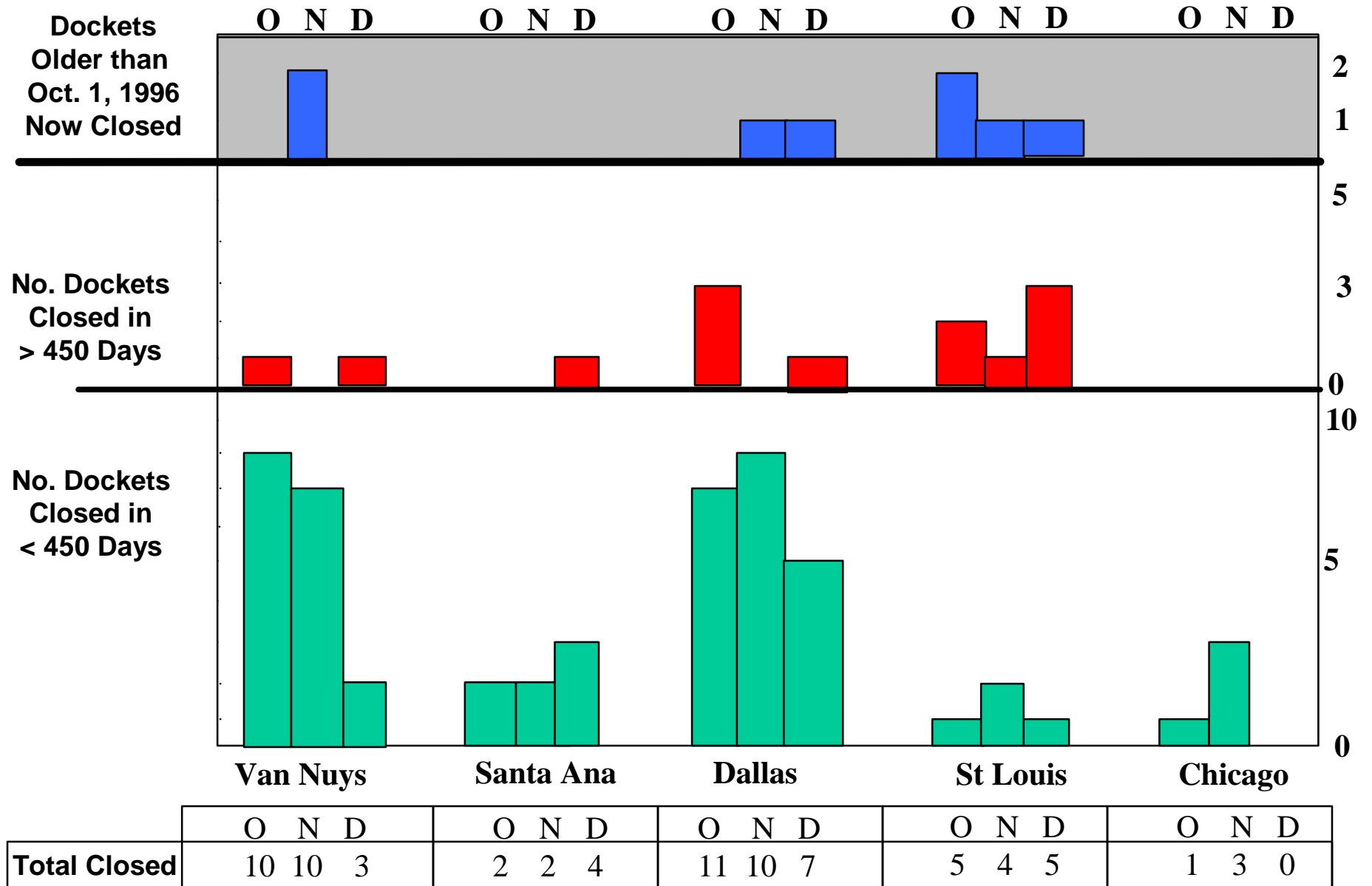
Performance Goal 2.1.4 -  
Termination Actions Closings December 1998

	UNDER 450 DAYS	450-730 DAYS	TOTAL	PERCENT	STATUS
VAN NUYS	2	1	3	66 %	RED
SANTA ANA	3	1	4	75 %	GREEN
DALLAS	4	1	5	80 %	GREEN
ST LOUIS	1	3	4	25 %	RED
CHICAGO	0	0	0	0 %	NR
<hr/>					
DCMDW	10	6	16	63 %	RED

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## Performance Goal 2.1.4 - Termination Actions

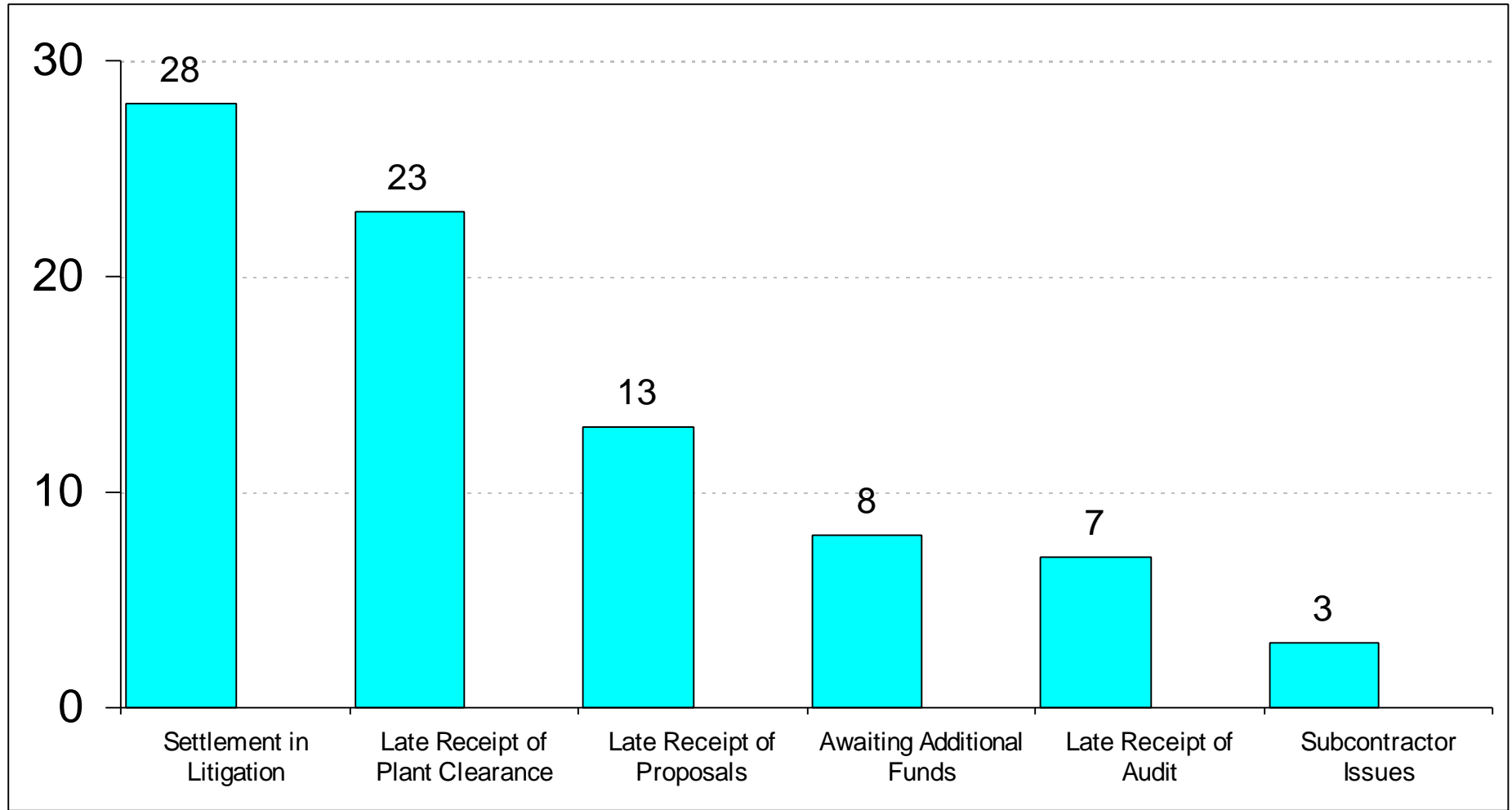
### FY99 CAO Docket Closing Activity





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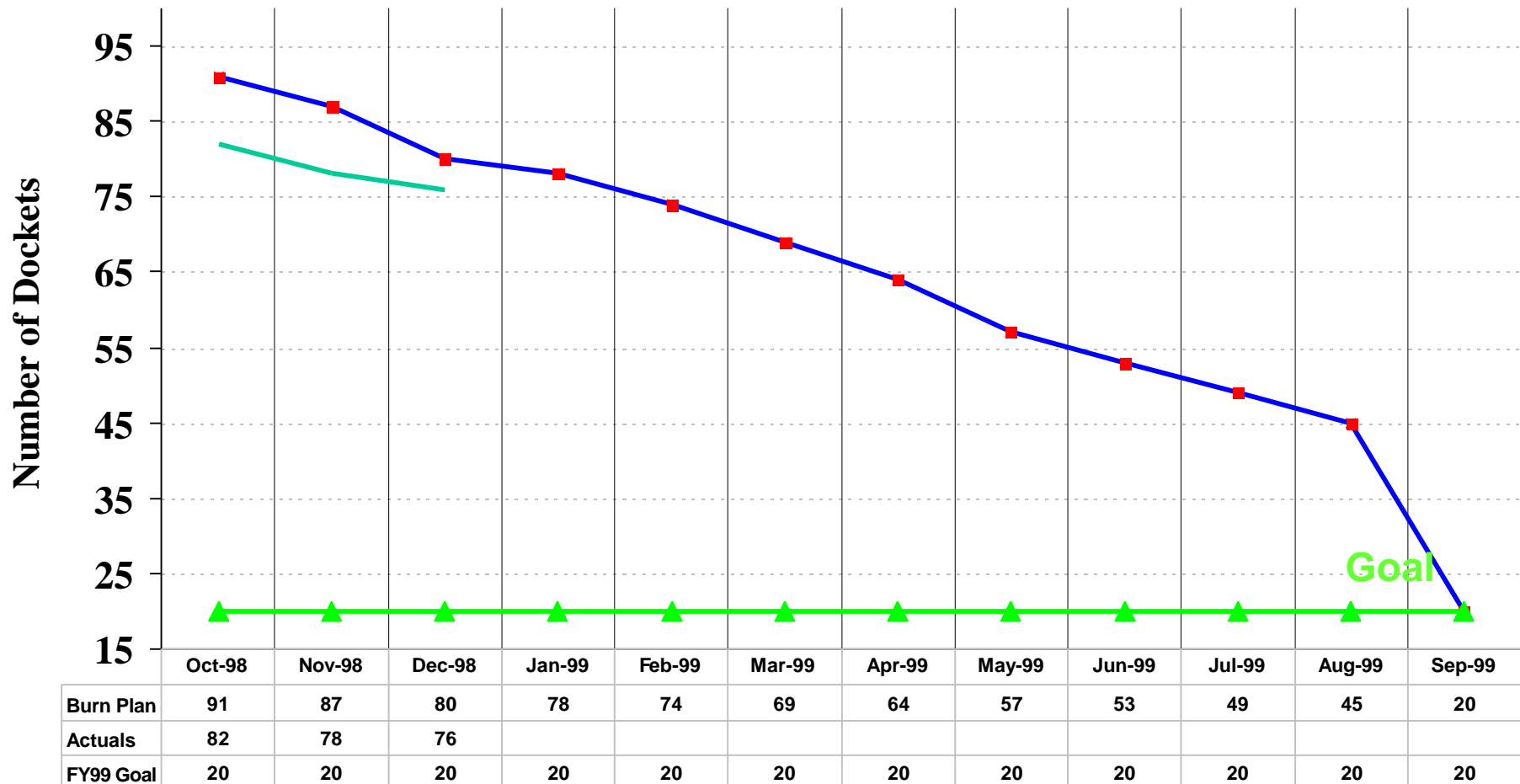
# Performance Goal 2.1.4 - Termination Actions Open Dockets ROOT CAUSE ANALYSIS



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## Performance Goal 2.1.4 - Termination Actions

Burn Down Plan Dockets 2 Years Old  
(prior to 10/1/96)



Dec 1998

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## Performance Goal 2.1.4 - Termination Actions

### Bottom Line

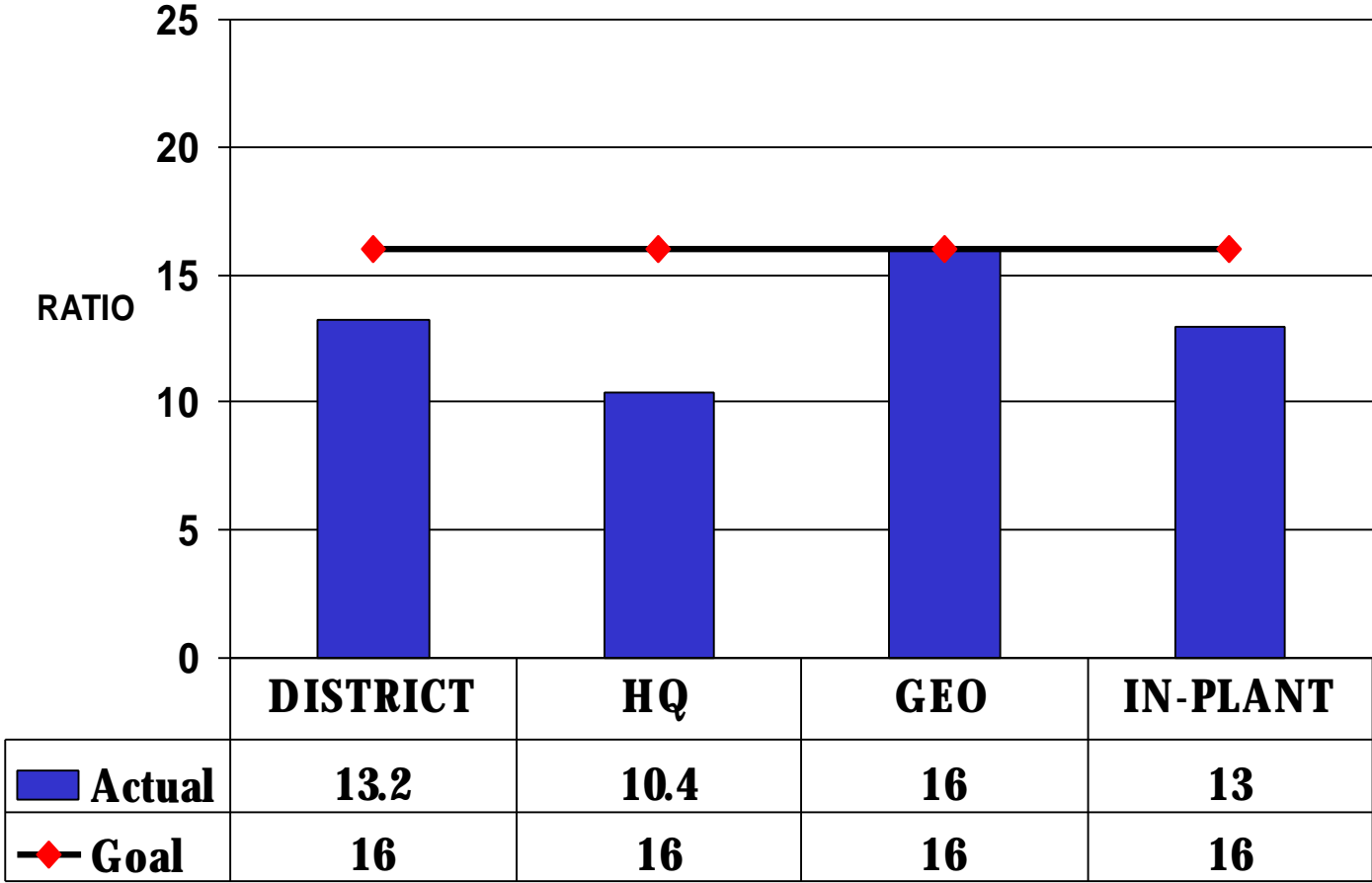
- December Performance rating Red
  - Closing activity within the 450-720 day population resulted in a RED rating for December
- DCMDW T/C Progress FY99 Year to Date
  - Opened 64 dockets, Closed 77 dockets
  - Reduced on-hand dockets from 357 to 348
  - Released Excess Funds \$12M and Negotiated \$8.2M Savings
  - Burn down Plan for overage dockets opened before 1 Oct 96 on track. Balance 76

## Performance Goal 2.1.14

### Increase Supervisory Ratio 16:1

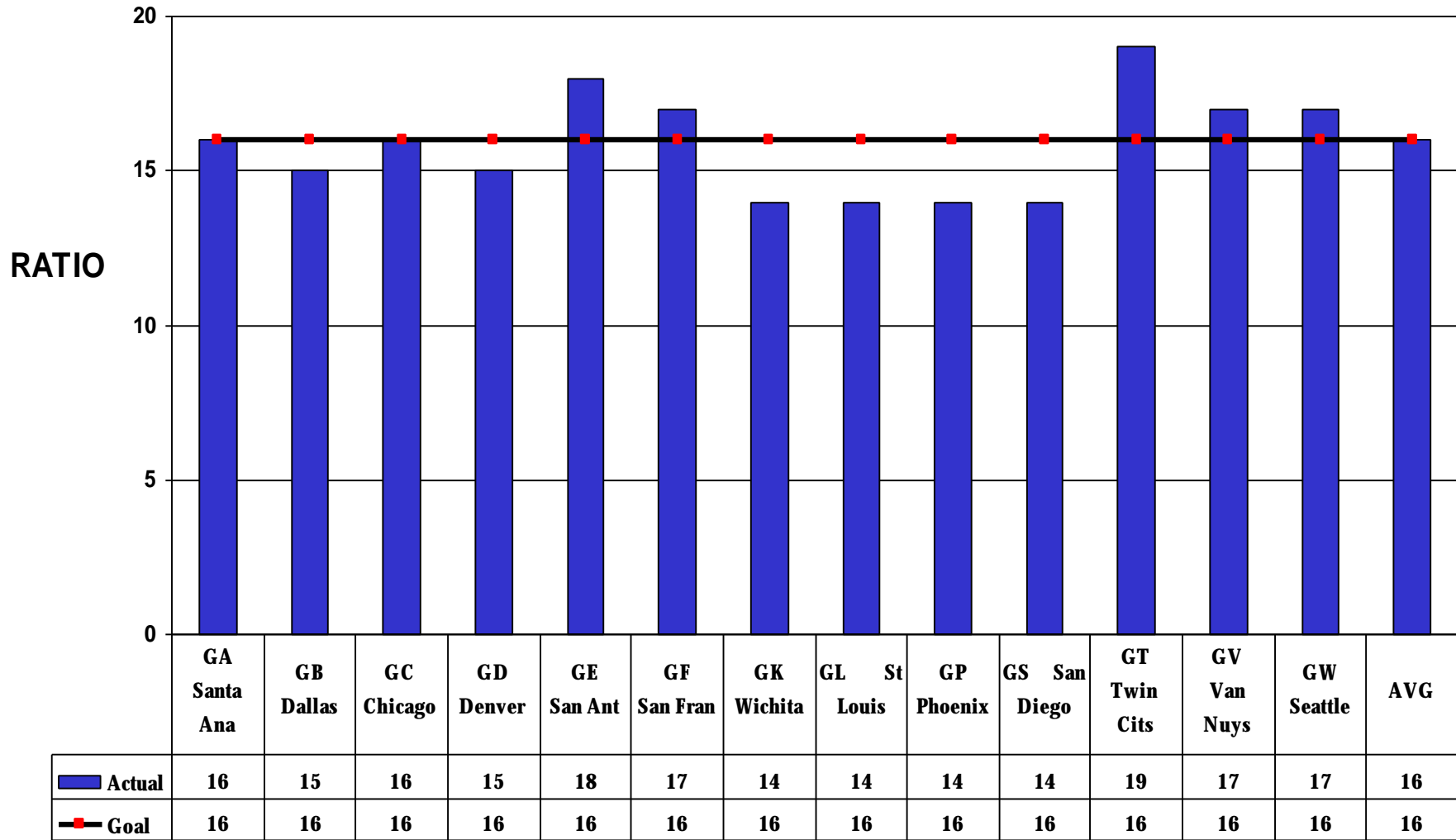
- Performance Goal Description: Increase the Ratio of Civilian Employee to Supervisors to 16:1
- Rating: RED (CURRENTLY 13.2:1)
- Reason for [not] achieving goal:
  - District West will not meet the 16:1 goal due to small sized organizations and organizational structures.
  - Organizational structures will be assessed and realigned where practical. CAOs under the goal will be fostered to continuously look for improvements.
- District process owner: Velma Livsey

**PERFORMANCE GOAL 2.1.14**  
**DISTRICT**  
**Increase Supervisory Ratio to 16:1**



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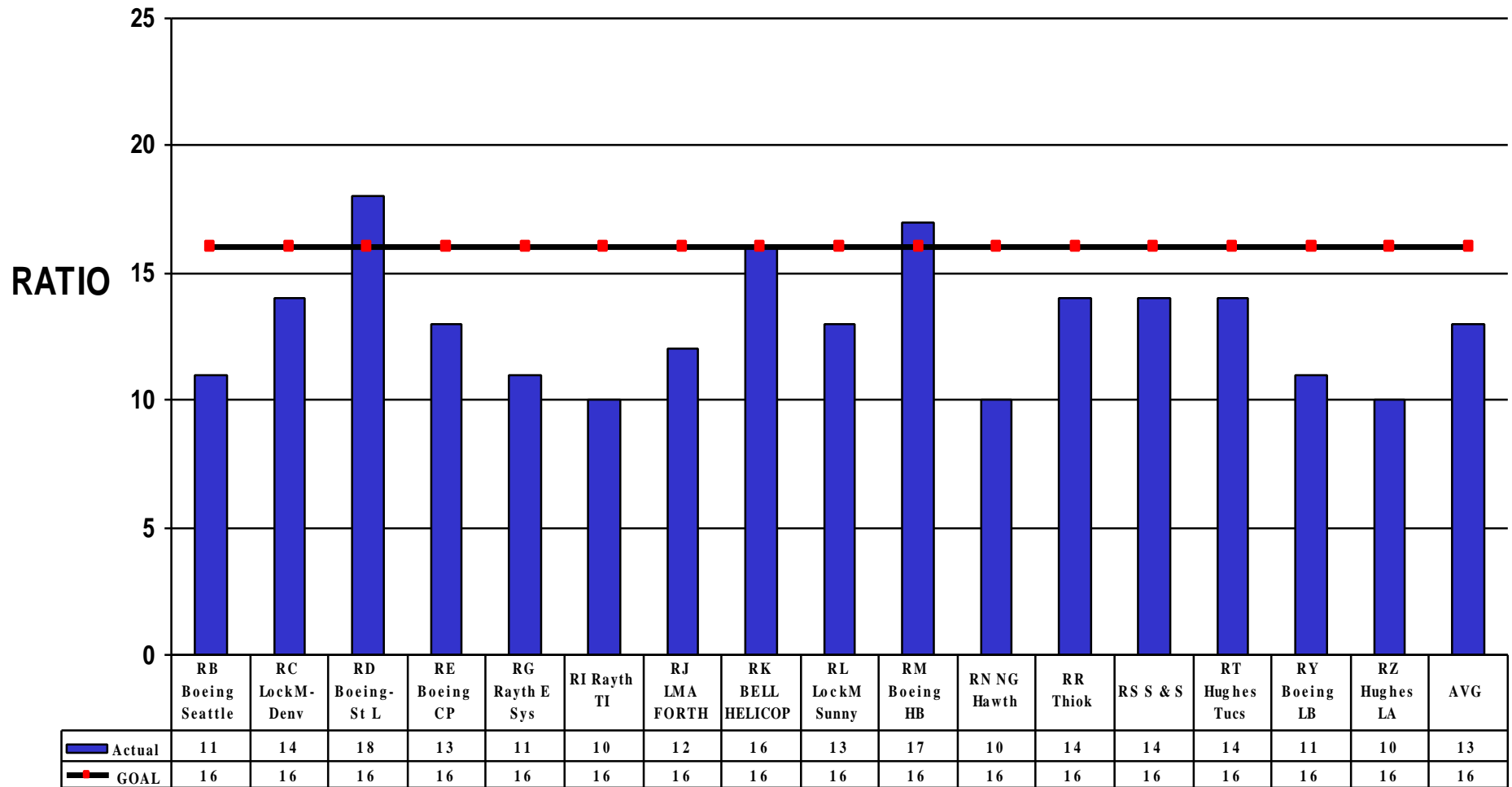
**PERFORMANCE GOAL 2.1.14**  
**GEOGRAPHICAL**  
**Increase Supervisory Ratio to 16:1**



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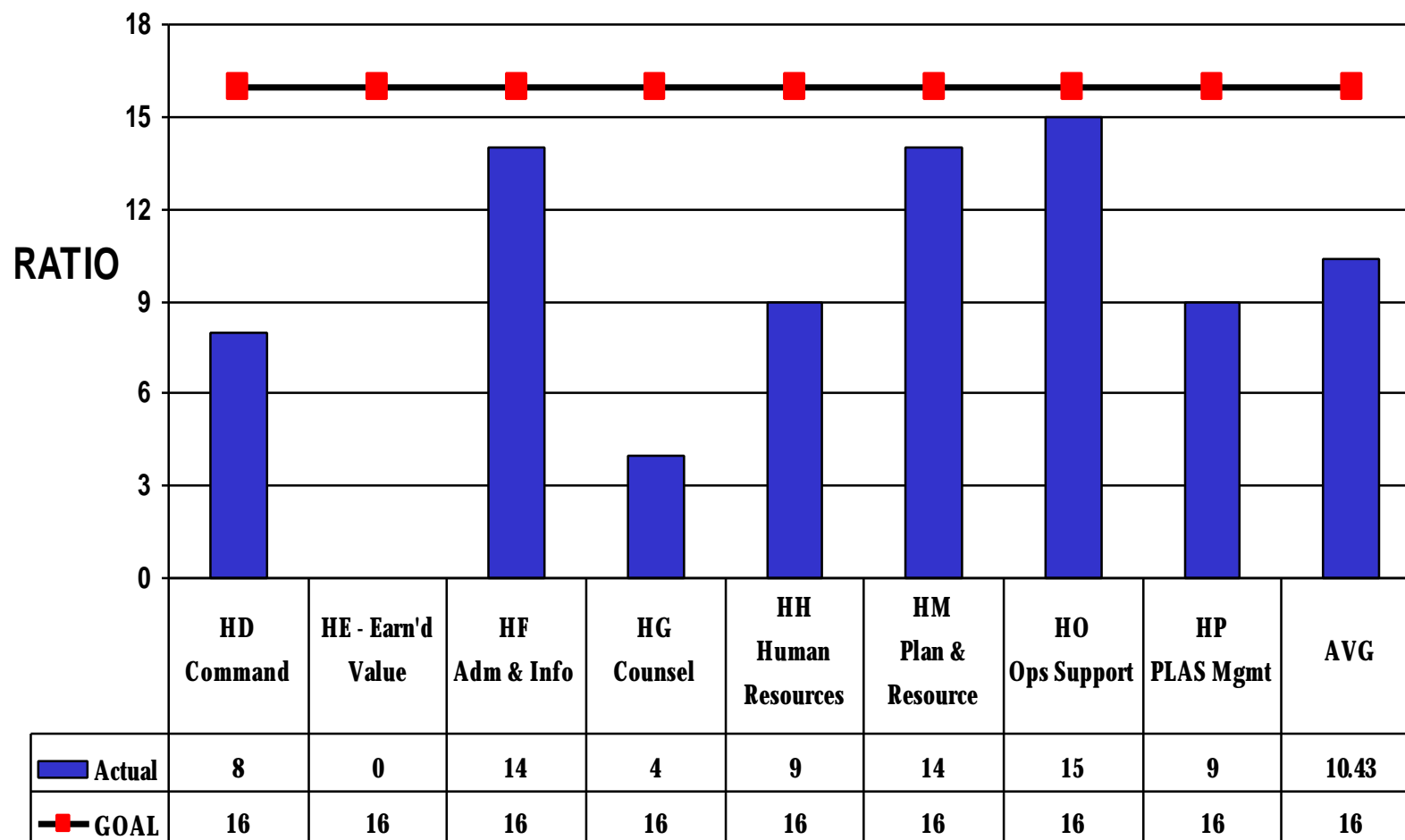
## PERFORMANCE GOAL 2.1.14 IN-PLANTS

## Increase Supervisory Ratio to 16:1



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**PERFORMANCE GOAL 2.1.14**  
**DISTRICT HQ**  
**Increase Supervisory Ratio to 16:1**





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## Performance Goal 2.1.14 Increase Supervisory Ratio 16:1

### Bottom Line

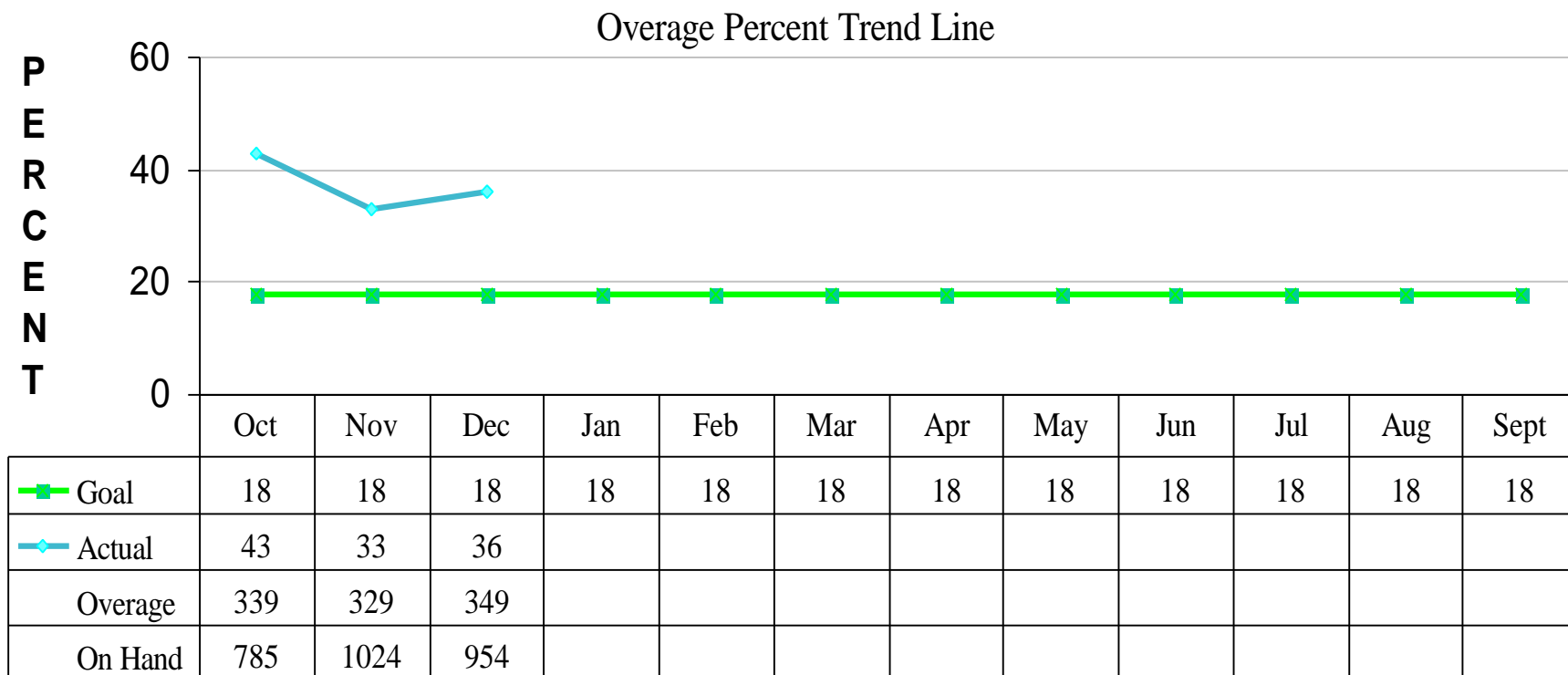
- We anticipate meeting the goal with the revised target of 14:1 which was effected 1 Jan 99
- This goal is reviewed in detail at each COB

## Performance Goal 2.1.15 - UCA Definitization

- Performance Goal Description: Reduce the percentage of overage undefinitized contract actions to 10% or less
- FY99 Goal/Target: 18%
- FY99 YTD Results: 36%
- Rating: Red
- Reason for not achieving Goal/Description of Progress to Date: Improved UCA reporting (AMS) resulted in more overage UCAs being reported during 1st quarter FY99 than end of FY98 (349 Vs 290).
- District West Process Champion: Larry Andrews

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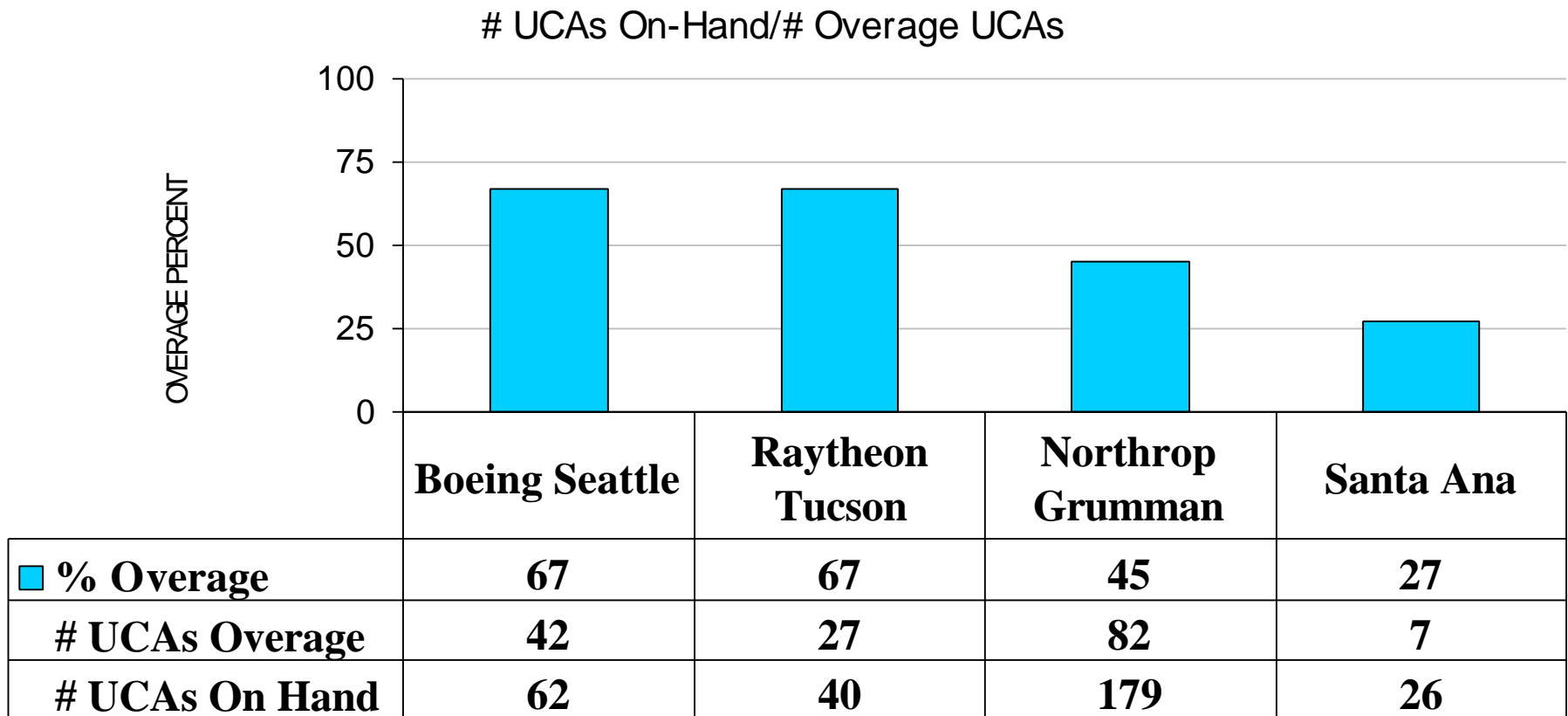
## Performance Goal 2.1.15 - UCA Definitization



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## Performance Goal 2.1.15 - UCA Definitization

Pacing CAOs With Overage UCAs



## Performance Goal 2.1.15 - UCA Definitization

### BOEING, SEATTLE

- All UCAs are for the 767 AWACs initial spares provisioning
  - Contracts allow up to 130 days for submittal of proposal within a 250 days definitization cycle
  - CAO measuring delinquency based on 180 day cycle
- Negotiated (16)
  - Waiting for signed SF30 or confirmation letters
- Late Proposals (8) (Late to a 180 day schedule)
- Additional funds (4)
- ACO workload (4)
- Problem with Statement of Work (3)
- Good progress - From: 122 UCAs on-hand with 81 overage (Sep 98)  
To: 62 UCAs on-hand with 42 overage (Dec 98)

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## Performance Goal 2.1.15 - UCA Definitization

Raytheon Tucson

- Late Proposals (27) (Navy-Phalanx)
  - Issue being addressed with Contractor's Product Line Managers, profit reduced

Northrop Grumman (Hawthorne)

- Funding (50)
  - all are negotiated, definitization in process for 15
- OC-ALC technical issues (15)
  - Part cancellation in process, part rolls
- Vendor information/pricing (10)
- ACO Workload (6)

Santa Ana

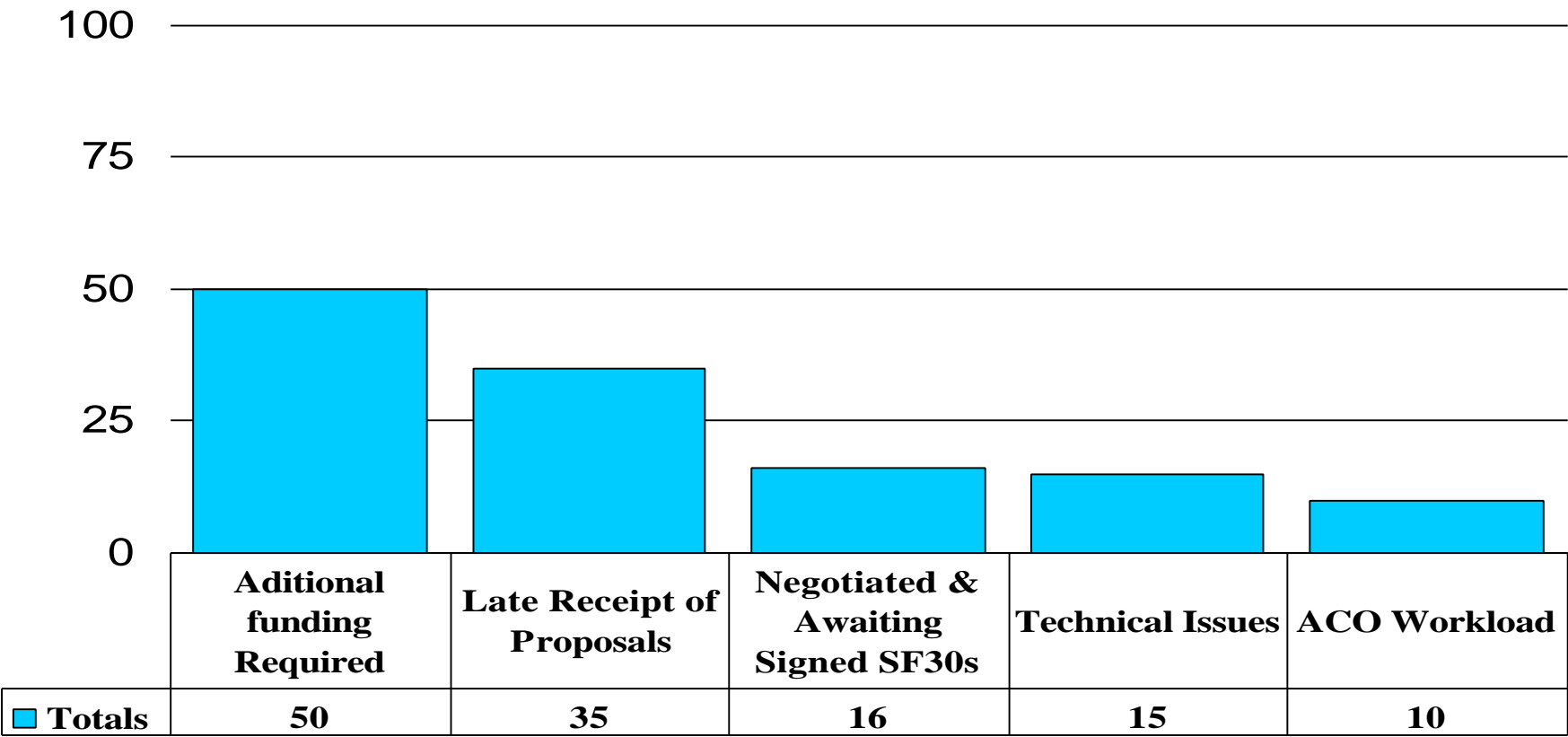
- Late or non-receipt of repairables (5)
- UCAs Transferred in overage (1)

Good progress - From: 70 UCAs on-hand with 15 overage (Sep 98)

To: 26 UCAs on-hand with 7 overage (Dec 98)

Performance Goal 2.1.15 -  
UCA Definitization

ROOT CAUSE ANALYSIS



## Performance Goal 2.1.15 - UCA Definitization

- There was an increase in on-hand UCAs while overages remain relative flat in 1st quarter FY99
  - Accuracy of data in AMS continues to improve
- Anticipate improvement in the UCA process during 2nd quarter FY99



## Performance Goal 2.2.2 Increase Excess Property Disposed

- Performance Goal Description: Increase the amount of excess government property disposed by 20% over the amount disposed in FY98
- FY99 Goal/Target: \$1.44 Billion
- FY99 YTD Results: \$250 Million
- Rating: RED
- Reason for not achieving goal:
  - Buying Activities obtaining too many extensions to the 60 day screening timeframe on MRM #5 contracts
- HQ/District process owner: Marjorie Salazar

## Performance Goal 2.2.2

### Increase Excess Property Disposed

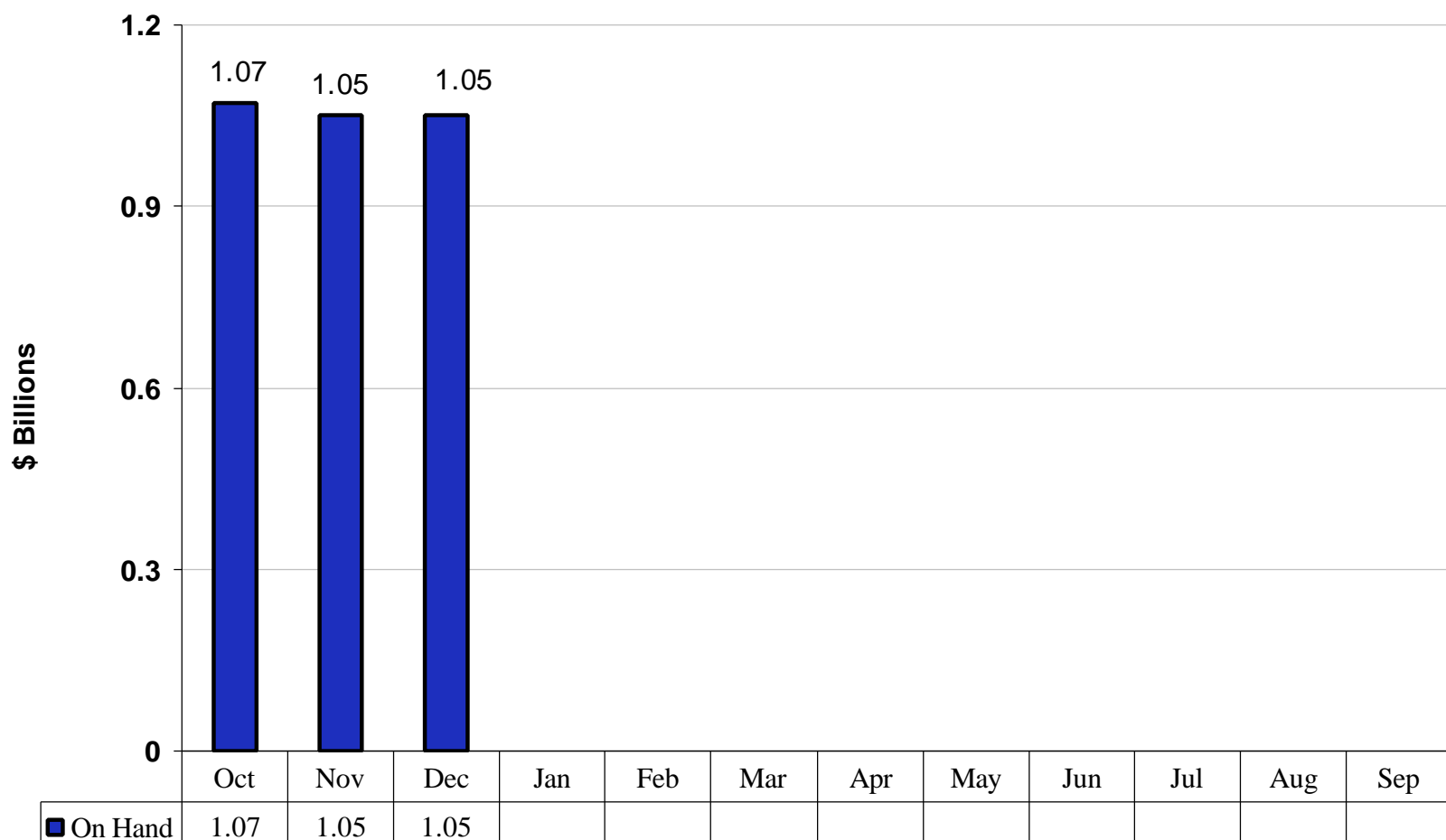
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## Performance Goal 2.2.2

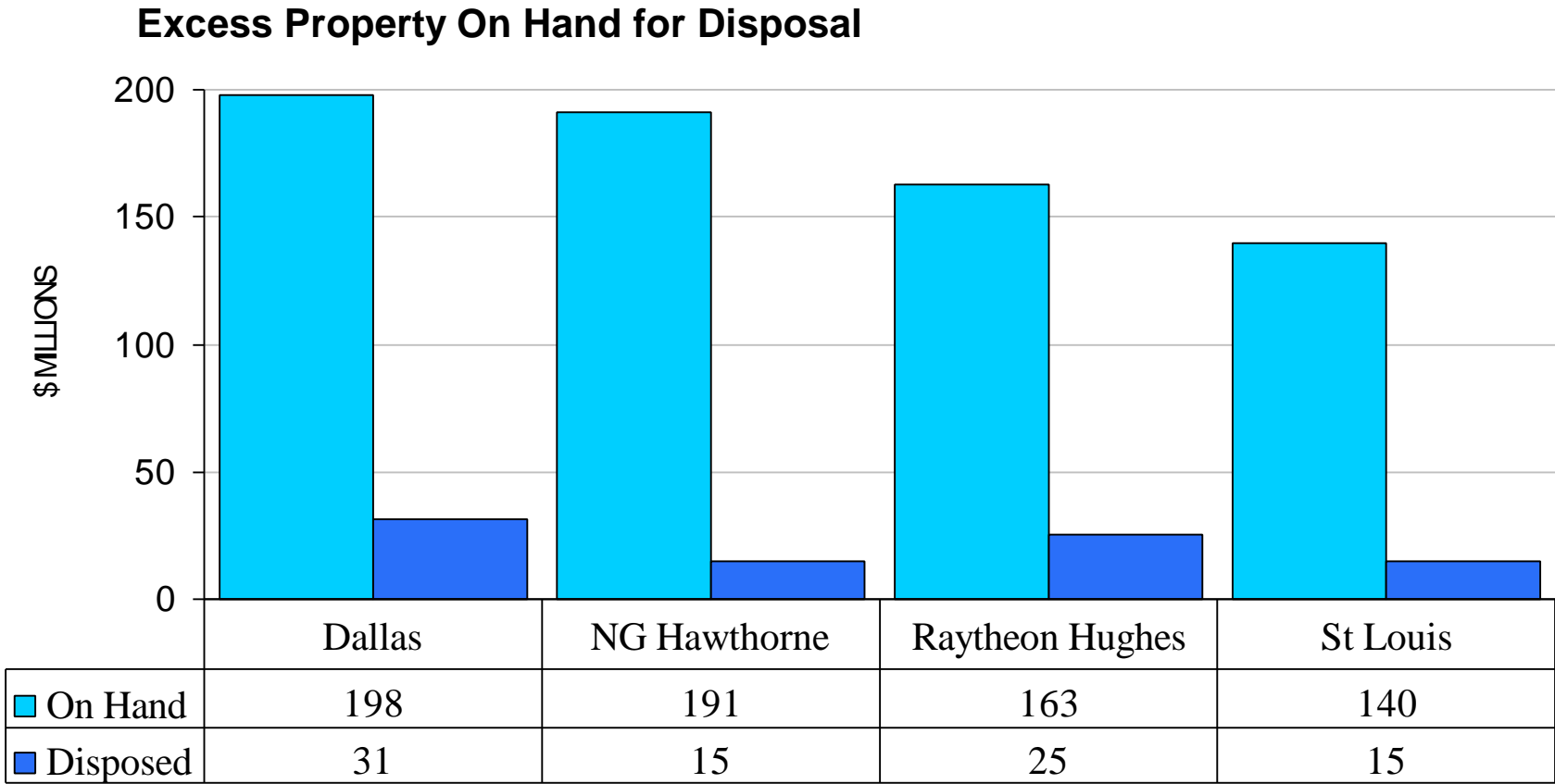
### Increase Excess Property Disposed

## Excess Property On Hand for Disposal



# Performance Goal 2.2.2

## Increase Excess Property Disposed



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## Performance Goal 2.2.2 Increase Excess Property Disposed

DCMC Dallas -

- IOA documented problems with timely follow up actions and case closure
- Corrective action plan will be in place by end of Feb

DCMC Northrop Grumman Hawthorne -

- Backlog of case closures due to extended sick leave by PLCO in December and January
- PLCO is now back at work and expects to close \$50M during February

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## Performance Goal 2.2.2

### Increase Excess Property Disposed

#### DCMC Raytheon Hughes Los Angeles

- Presently working to transfer Tucson workload from LA to Tucson and eliminate Modified Plant Clearance at Tucson
- Transition could impact disposal process

#### DCMC St Louis

- Very large workload (733 open cases) with only one Plant Clearance Officer, one Industrial Property Clearance Specialist and one Technician
- Large percentage of overage cases

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Performance Goal 2.2.2  
Increase Excess Property Disposed

**Bottom Line**

Property on-hand and property reported excess remain high. Should meet our goal at the end of the year.

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## Performance Goal 3.1.2 - IDPs for 100% of DCMC Employees

December 1998

<b>D</b>	<b>100%*</b>	<b>GA</b>	<b>96.3%</b>	<b>RB</b>	<b>98.1%</b>
<b>E</b>	100%	<b>GB</b>	<b>98.2%</b>	<b>RC</b>	<b>97.3%</b>
<b>F</b>	<b>0</b>	<b>GC</b>	<b>97.9%</b>	<b>RD</b>	100.0%
<b>G</b>	100%	<b>GD</b>	100.0%	<b>RE</b>	100.0%
<b>H</b>	100%	<b>GE</b>	<b>59.8%</b>	<b>RG</b>	<b>0</b>
<b>M</b>	<b>93.0%</b>	<b>GF</b>	100.0%	<b>RI</b>	<b>92.1%</b>
<b>O</b>	100%	<b>GK</b>	100.0%	<b>RJ</b>	100.0%
<b>P</b>	<b>0</b>	<b>GL</b>	100.0%	<b>RK</b>	100.0%
		<b>GP</b>	<b>97.7%</b>	<b>RL</b>	100.0%
		<b>GS</b>	<b>97.5%</b>	<b>RM</b>	100.0%
		<b>GT</b>	<b>96.7%</b>	<b>RN</b>	<b>94.7%</b>
		<b>GV</b>	<b>98.5%</b>	<b>RR</b>	100.0%
		<b>GW</b>	<b>99.3%</b>	<b>RS</b>	100.0%
				<b>RT</b>	<b>98.0%</b>
				<b>RY</b>	100.0%
				<b>RZ</b>	100.0%

\*needs clarification

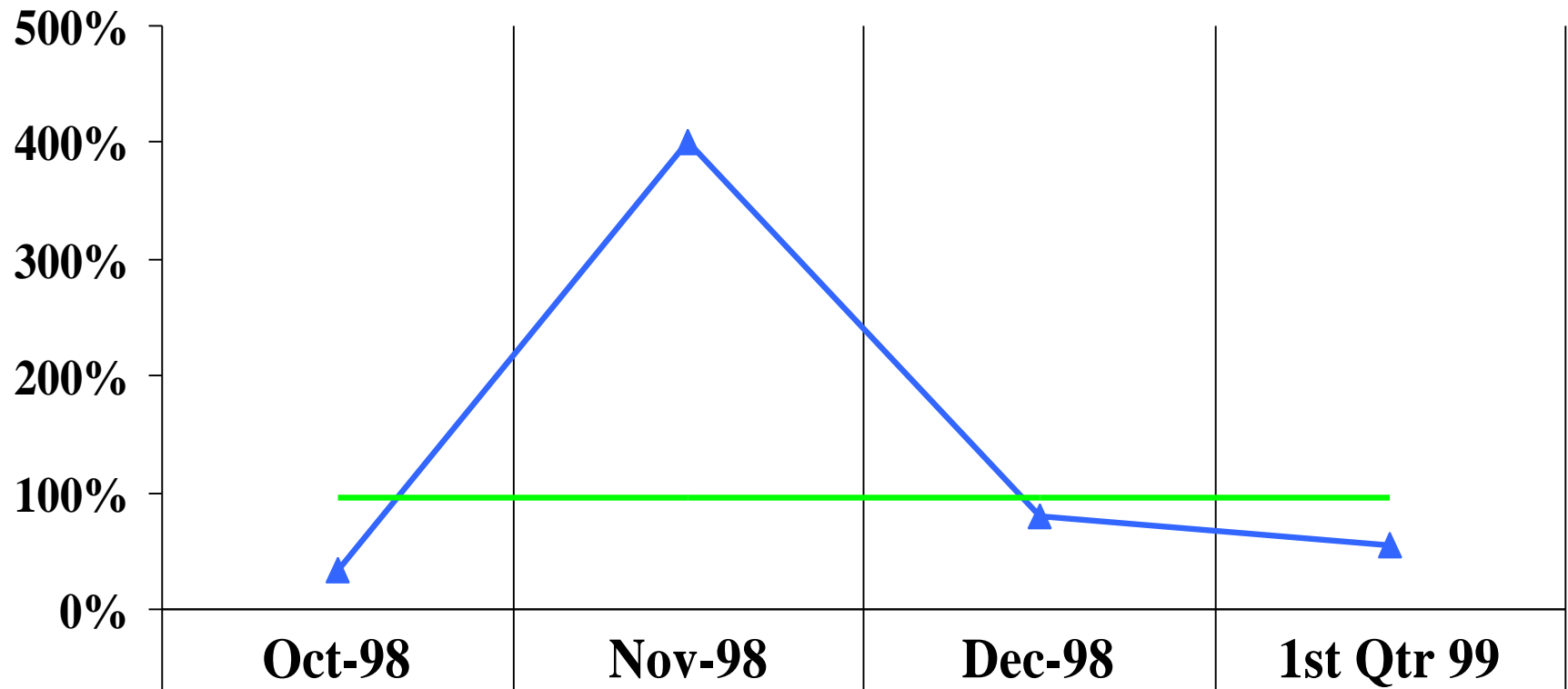


## Performance Goal 3.1.3 - DAU Quota Utilization Rate

- Performance Goal Description: Improve the Utilization Rate for Defense Acquisition University Quotas Received
- FY99 Goal/Target: 95% Utilization
- FY99 YTD Results: 1st Quarter = 55%
- Rating: Red
- Reason for not achieving goal:
  - Late receipt of FY 99 quotas and DLA TA system down until mid-Sept due to system conversion resulted in loss of quotas
  - DLA TA requirements are often inaccurate and incomplete; revalidation of DLA TA data is being accomplished in conjunction with annual IDP cycle (complete mid-Feb 99)
  - Requirements entered when students don't meet prerequisites
- District process owner: Linda Wallace, MJ

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## Performance Goal 3.1.3 - Training Quota Usage 1st Qtr FY 99



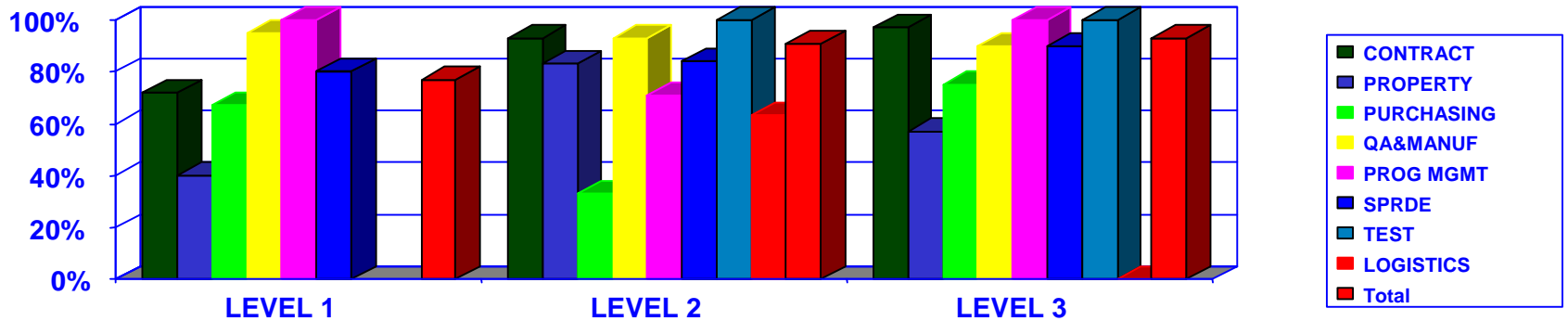
▲ % Used	33%	400%	79%	55%
— Goal	95%	95%	95%	95%

## Performance Goal 3.1.4 - DAWIA Certification

- Performance Goal Description: Increase the percentage of Personnel DAWIA Certified to Levels I, II, and III.
- FY99 Goal: Level I -70% Level II - 90% Level III - 98%
- FY99 Results: Level I -77% Level II - 91% Level III - 93%
- Rating: Red (based on Level III percentage)
- Reason for not achieving goal:
  - Students do not meet course prerequisite requirements
  - Quotas requested in FY 98 do not reflect FY 99 requirements
  - Insufficient quantity of level III courses received
- District process owner: Linda Wallace, -MJ

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## Performance Goal 3.1.4 - DAWIA Certification--Peel-Back Data

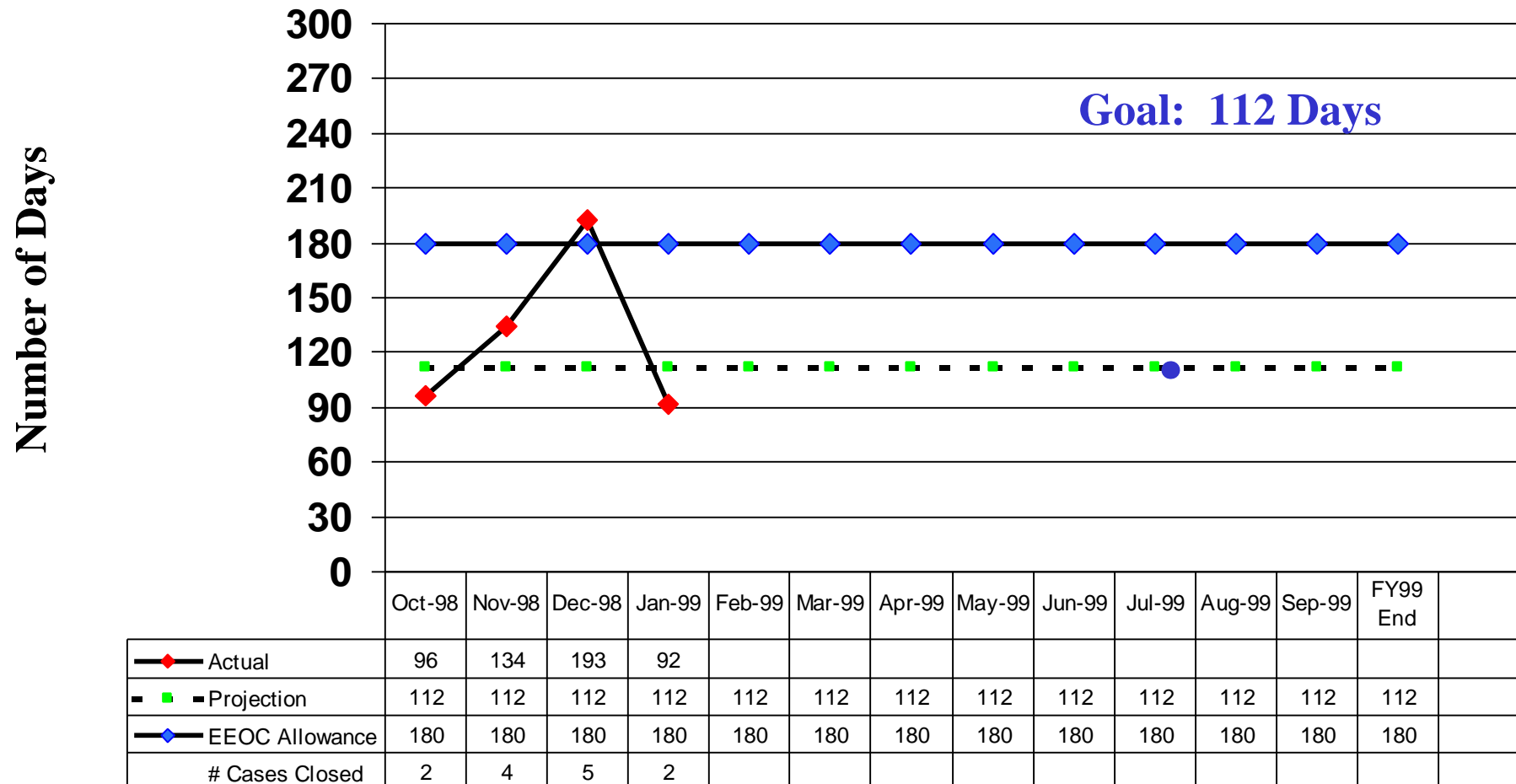


	CONT	PROPERTY	PURCHASING	QA & MANUF	PROG MGM	SPRDE	TEST	LOG	TOTAL
Level I Total	29	5	12	22	1	5			74
Meets Position	21	2	8	21	1	4			57
Delta	8	3	4	1	0	1			17
% Meets	72%	40%	67%	95%	100%	80%			77%
Level II Total	786	120	9	1744	66	232	1	8	2966
Meets Position	732	100	3	1620	47	194	1	5	2702
Delta	54	20	6	124	19	38	0	3	264
% Meets	93%	83%	33%	93%	71%	84%	100%	63%	91%
Level III Total	176	7	5	98	22	51	1	1	361
Meets Position	170	4	4	88	22	46	1	0	335
Delta	6	3	1	10	0	5	0	1	26
% Meets	97%	57%	75%	90%	100%	90%	100%	0%	93%

## Performance Goal 3.2.1 - EEO Complaint Processing Times

- Performance Goal Description: Achieve 100% closure of formal EEO cases within the DLA cycle time of 112 days.
- FY99 Goal/Target: 112 days
- FY99 YTD Results: 136 days
- Rating: Yellow
- Reasons for not achieving goal:
  - DLA cycle time goal is unrealistic.
  - Excessive delays caused by outside factors, such as contract investigators, failed settlement efforts, need for additional clarification from complainants.
  - District Process Owner: Greg Moore DCMDW-DK

## Performance Goal 3.2.1 - EEO Complaint Processing Times Performance Status



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## Performance Goal 3.2.1:

Achieve 100% closure of formal EEO complaint cases within DLA cycle time of 112 days

### Causes

- Delays due to contract investigators submitting late reports, rework due to errors and omissions, waiting for rebuttal statements.
- Cases delayed while settlement discussions on-going, which could or could not be successful.
- Delays caused by need to have complainants clarify issues raised.
- Delays receiving counselor reports.
- Delays due to setting up joint investigations.

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## Performance Goal 3.2.1 - EEO Complaint Processing Times

### District FY99 Corrective Action

- Process action team formed to improve internal processes (on-going).
- Allow a test to use Contract EEO Counseling in some areas.
- Promote (RESOLVE)
- Recommend DLA (CAAH) allow PLFA's to contract with list of approved investigators without coordinating effort with CAAH.
- Recommend that CAAH modify 112 day requirement to reflect EEOC 180 day requirement and not micro-manage stages in the process.



## Performance Goal 3.2.2 - Increase cases referred for ADR

- Performance Goal Description: Increase the number of EEO complaint cases referred for Alternate Dispute Resolution (ADR) within the ADR process.
- FY99 Goal/Target:
- FY99 YTD Results: District has an established ADR program and each case with potential for ADR is offered, and on occasion, accepted. We have had two successful mediations during this period. Not included are the positive results of other ADR methods, such as Negotiated Settlement Discussions, Court sponsored Mediations, and early resolution activities by counselors and EEO specialists.
- Rating: Yellow
- Reasons for not achieving goal:
  - More acceptance of the RESOLVE program by management and complainants needed.
  - Suggest DLA policy requiring management participation if complainant requests ADR.
- District Process Owner: Greg Moore, DCMDW-DK

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## Performance Goal 3.2.2 - EEO Complaint Processing Times

### District FY99 Corrective Action

- Process action team formed to improve internal processes (on-going).
- Allow a test to use Contract EEO Counseling in some areas.
- Promote (RESOLVE)
- Recommend DLA (CAAH) allow PLFAs to contract with list of approved investigators without coordinating effort with CAAH.
- Recommend that CAAH modify 112 day requirement to reflect EEOC 180 day requirement and not micro-manage stages in the process.